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THESIS

FORGING NORWEGIAN SPECIAL OPERATION FORCES

by

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June 2014

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FORGING NORWEGIAN SPECIAL OPERATION FORCES

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ABSTRACT

This thesis seeks to answer how leadership can unify the Norwegian Special Operation Forces and improve its organizational efficiency. From January 1, 2014, the two Norwegian special operations commands, Forsvarets Spesialkommando (FSK) and Marinejegerkommandoen (MJK), were joined in one service-like combatant command: Forsvarets Spesialstyrker (FS).

FSK and MJK each have a long history, and their legacy and culture “sit in their hearts.” The two units are, in many ways, alike, but their differences have been highlighted when it comes to the future of the Norwegian Special Operation Forces.

This thesis uses relevant literature, the authors’ personal experiences, and statistical analysis of precollected survey data to answer the research question. It offers an overview of the Norwegian Special Operation Forces’ history, maps the current organizational culture, and suggests a leadership approach to unify the two units and the newly established joint command staff in order to improve organizational efficiency.

The aim is to provide recommendations to assist with the process of forging a highly capable Norwegian Special Operation Forces for the 21st century.

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LIST OF ACRONYMS AND ABBREVIATIONS

CCT	Communication, Commitment, Trust
CHOD	Chief of Defence
DIF	Driftsenhet i Forsvaret There is no applicable translation for this term in English. DIF is an independent section subordinate to, and direct reporting lines to, the Chief of Defence. It is a service-like construction.
DOCS	Denison Organizational Culture Survey
FFI	Forsvarets Forskningsinstitutt The English translation is [Norwegian] Defence Research Establishment
FS	Forsvarets Spesialstyrker The English translation is [Norwegian] Armed Forces' Special Forces. It is also referred to as Norwegian Special Operation Forces (NORSOF). The term/abbreviation FS will be used exclusively in this thesis to depict the overarching name for FSK+MJK, including the joint supervision staff: FSST.
FSK	Forsvarets Spesialkommando The English translation is [Norwegian] Armed Forces' Special Command. The term/abbreviation FSK will be used exclusively in this thesis referring to FSK/HJK. The unit's name is FSK and it has a coordination role towards the Army.
FSST	Forsvarets Spesialstyrker/Stab The English translation is [Norwegian] Armed Forces' Special Forces/Staff.) It is also referred to as Norwegian Special Operation Command (NORSOCOM). The term/abbreviation FSST will be used exclusively in this thesis to depict the joint supervision staff overarching FSK+MJK.
HJK	Hærens Jegerkommando The English translation is [Norwegian] Army Special Operation Command (NORARSOC).
MJK	Marinejegerkommandoen The English translation is [Norwegian] Navy Special Operation Command (NORNAVSO). MJK has a coordination role towards the Navy.
MoD	The Norwegian Ministry of Defence.

MoJ	The Norwegian Ministry of Justice and Public Security.
NAF	Norwegian Armed Forces
NATO	The North Atlantic Treaty Organization.
NORSOF	Norwegian Special Operations Forces
SIS	Secret Intelligence Service
SOA	Spesialoperasjonsavdelingen
	The English translation is Special Operation Division. This division was embedded in The Defence Staff.
SOE	Special Operations Executive
SOF	Special Operations Forces
STS	Special Training Schools

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I. FORGING NORWEGIAN SPECIAL OPERATION FORCES

From January 1, 2014, the two Norwegian special operations commands, Forsvarets Spesialkommando (FSK) and Marinejegerkommandoen (MJK), were joined under one combatant command, Forsvarets Spesialstyrker (FS). The staff of FS is one of the smallest in the Norwegian Armed Forces, numbering only 37 positions, and with a two-star Flag Officer commanding it. Over the past year, the process of establishing FS has been messy and the outcome is not what was initially intended by the Chief of Defence (CHOD). We believe it is fair to say that the relationship between FSK and MJK is at its lowest or worst level today. This claim is derived from the perception of public discourse over the past two years. As members of the Norwegian Special Operation Forces, we also have some first-hand experience with the relationship, or lack of a relationship, between FSK and MJK. For our analysis we will only use unclassified information and reliable written sources. Again, based on the public discourse provided we believe that the relationship between FSK and MJK has not been healthy. Some of the reasons why will be examined in this thesis. Regardless of the dispute, FS now exists and the importance of forging a cohesive FS by unifying the units is crucial.

A. IDENTIFYING THE CHALLENGE

MJK and FSK are not technically merged, but they have both been taken out of their respective Services and put administratively under FS; FS is an independent, Service-like unit in the Norwegian Armed Forces, along with 21 others (e.g., Navy, Army, Air Force, Home Guard, Intelligence, Defence Staff, and Joint Headquarters). The ranking officers for the respective Services—Navy, Army, Home Guard, Cyber, and Air Force—are likewise two star Flag Officers. MJK and FSK each have a long history and a legacy and culture that “sit in their hearts.” The authors’ assumption is that the two units are, in many ways, alike, but differences have been highlighted and dominating when it comes to the future for Norwegian Special Operation Forces. Differences, and similarities, can be found in the domains of culture, technology, organization, policies and procedures. Presuming that the FS structure will stay as it is for the near future, the

most identifiable challenge, as we see it, will be to unify the two tactical units led by Forsvarets Spesialstyrker Stab (FSST) sufficiently to achieve organizational efficiencies. The challenge this in turn presents is how to exercise leadership at “all leadership levels” so as to gain the greatest effects with the minimum of waste.

B. PURPOSE AND SCOPE FOR THIS RESEARCH

The purpose of this thesis is to assist FS with its forging process. Furthermore, the purpose is to show the importance of leadership when it comes to unification and the improvement of organizational efficiencies. We believe this thesis will benefit the newly established FS. In addition, we believe that both FSK and MJK, respectively, can utilize the findings independently to contribute to the forging process.

The thesis specifically concentrates on aspects of leadership needed during forging/merging processes, and draws on literature as well as operators’ experience. We examine FSK’s and MJK’s history, legacy, and existing culture, utilizing surveys conducted prior to our research. We regard leadership (as we will define it) as a fundamental foundation, and even as a prerequisite, for discussing other potential or future challenges. We will not discuss the strategic utility of Norwegian Special Operation Forces, or analyze the organizational structure of FS, FSK, or MJK.

C. DEFINITIONS

Leadership: There is an immense literature on leadership, and many potential definitions of leadership to choose from. For the purpose of this thesis we define leadership as: Influencing people by providing purpose, direction, and motivation in order to accomplish the mission and improve the organization.

This definition captures the essence of what we believe is important in regard to this thesis. In particular, three elements are critical: motivation, mission solving, and organization.

Organizational Culture: We believe that there are better and worse cultures, that different cultures can be stronger or weaker, and that the “right” kind of culture will have an impact on how efficient an organization is. By “organizational culture” we lean toward a definition which highlights the elements of external adaption and internal integration, validation, and a continuous learning organization. Here is the definition we are going to use in this document:

A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.¹

Forging, Unifying, and Merging: The title of this thesis is *Forging Norwegian Special Operation Forces*. By “forging” we refer to the process of establishing FS, and although there may be challenges, measures must be made to ensure that the process is moving forward. In addition, we also envision this process to be a steady one. This means that it should be anticipated that the forging process will take time.

By “unifying” we simply mean that the newly established Command, FS, together with the two organic tactical units, FSK and MJK, have a common goal and comprise a coherent whole. Coherence is here implied to be an exclusively positive trait, not impeded by cognitive biases such as groupthink.

By “merger” we mean the act or process of combining two or more units into one. Implicit in this is the notion that the members do not treat either themselves or those of the other unit as dominant. Although the two tactical units in FS have not merged into one unit, we envision the whole process of establishing FS as invoking a merger. The two units have been taken from their respective Services and put together under one newly established command, FS.

¹ Edgar H. Schein, *Organizational Culture and Leadership*, 4th ed. (San Francisco: Jossey – Bass, 2010), 40.

Organizational Efficiency: There are several definitions for “organizational efficiency.” Most of them tend to be somewhat vague, and most of them are aimed toward return on investment (ROI). Money, per se, is not the primary concern for this thesis, but efficiency implies that there can be a non-economic return on investment. For the purpose of this thesis, organizational efficiency is regarded as: The capacity of an organization to meet or exceed goals with a minimum expenditure of energy, time, money, personnel, materiel, etc. Meanwhile, an efficient organization overhauls its procedures and policies to create a satisfying working environment.

D. RESEARCH QUESTION

How can NORSOF be unified in order to improve its organizational efficiency?

E. METHODOLOGY

1. Literature Review

The empirical and conceptual literature we draw on represents a mix between Norwegian and international sources. We find it important to anchor the thesis in Norwegian sources in order to create legitimacy and a connection to governing documents/policies and practice.

2. Analysis of Precollected Survey Data

We have utilized precollected data from a survey conducted by the Norwegian Defence Research Establishment (Forsvarets Forskningsinstitut, FFI). The FFI survey was designed to “map” the cultures in FSK, MJK, FSST, and in FS as a whole. Most of what we use consists of frequency analysis of specific questions; in some cases a more deliberate analysis was undertaken and this will be elaborated on. In addition to using this precollected data, we will “compare” the results against a benchmark test conducted by Dennison Consulting. In addition, we will also make comparisons to benchmark tests done for NLMARSO, available in a Naval Postgraduate School thesis from 2012.²

² Andy Kraag, “Forging Netherlands Maritime Special Operations Forces” (master’s thesis, Naval Postgraduate School, 2012).

A closer examination of the precollected data reveals a possible bias in the strata surveyed. To avoid over- or under-representation by any specific demographic, we checked for significance through a sensitivity analysis comparing adjusted to unadjusted strata. The discrepancies were not large, but too statistically significant to ignore. A stratified randomization was then conducted. A random sample from each stratum was taken in a number proportional to the stratum's size when compared to the population. These subsets of the strata were then pooled to form a random sample.

We set the confidence level at 95%, which gives us a confidence interval of 5.5. This means that if 47% percent of the sample picks an answer, you can be 95% sure that if you had asked the question of the entire relevant population between 41.5% ($47-5.5$) and 52.5% ($47+5.5$) would have picked that answer.

In general, the frequency analyses will reflect only three alternatives for answers: “Agree, Neutral, and Disagree.” Originally there were five alternatives (Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree), but these were compiled into three to yield more meaningful visual depictions in figures/diagrams. Further statistical considerations were factored in specific cases; these will be noted and explained on a case by case basis.

When it comes to possible biases doing the analysis and writing of this thesis we are aware that:

- As described in the history chapter (II, D) there have been previous attempts to merge FSK and MJK. The year 2013 was especially notable due to major differences of opinion when it came to the future organization of the Norwegian Special Operation Forces. The survey results might be influenced by this in the way that the respondents answered; recent events might have colored their responses. It might be fair to suggest that this was more true for MJK than FSK due to the fact that MJK was on the verge of being assimilated into FSK.
- The questionnaire was quite extensive. We only used excerpts of the survey that was compiled and distributed by FFI. The survey was not solely designed to answer the question posed by this thesis. Due to the extensive nature of the questionnaire, some respondents might have browsed through the questions and spent too short a time on their responses.

- The questions in the survey touch on many topics and not all of the respondents might have had sufficient “knowledge” to answer all of the questions. This could have led to a relatively high number of neutral responses and even some of the questions might have been answered on “false grounds.”
- The questionnaire was distributed to FS as a whole. The different units might have “favored” their own unit, hence not reflecting entirely objective or complete truthfully.
- Both authors of this thesis are affiliated with MJK and have their daily duty there. We have tried to be objective and have sought to examine the findings through an FS lens.
- Not all possible aspects that can be derived from the questionnaire have been examined. The findings presented were selected based on our literature review and benchmark testing, as well as at our discretion.
- Findings based on statistics will always be generalized findings. We have avoided going too deep into the strata to avoid small samples that cannot be considered representative of the whole population. We have also done this to keep the thesis unclassified and reduce the risk of unveiling Personal Identifiable Information (PII).
- FS is a fairly new organization. It had only been ‘live’ for three months when the survey was distributed. It would be fair to say that respondents might have found it difficult to answer cultural questions regarding FS. Some of the respondents’ answers might well be aimed at their respective tactical unit, even if they were supposed to be aimed at FS as a whole. In this regard, it might be possible that some respondents “did not understand” a question the way it was intended.

II. HISTORY OF NORWEGIAN SPECIAL OPERATIONS FORCES

*We study the past to understand the present; we understand the present to guide the future.*³

It is not possible to research the organizational culture of Forsvarets Spesialstyrker (FS) without looking at its history. With the exception of the WWII period, references to the history of the Norwegian Special Operations Forces (NORSOF) were sparse until Tor Jørgen Melien published the book *Våre Hemmelige Soldater* [Our Secret Soldiers] in 2012.⁴ Melien, a naval officer and historian, was given full access by the Norwegian Armed Forces (NAF) and the two Norwegian SOF units during the course of research for his book. Both units were eager to have their history written down. The result is a detailed book about NORSOF's history from 1940 to 2012, and we will use this as the primary source for this part of the thesis. In addition to Melien's book, we also use Fritjof Sælen's classic book about the Shetland gang, and two Masters theses from the Naval Postgraduate School and the Norwegian Defence Command and Staff College to describe NORSOF's history.

A. WORLD WAR II

Many nations, including Norway, saw the birth of their modern Special Operations Forces (SOF) during World War II. Norway established two military groups in Great Britain in the autumn of 1940 to conduct special operations against the German occupation of Norway.⁵ The two groups, both under the command of the British Special

³ William Lund. <http://www.trschools.k12.wi.us/faculty/JPERKINS/Why%20do%20we%20learn%20history.pdf>, accessed January 2014.

⁴ Tor Jørgen Melien, *Våre Hemmelige Soldater* (Oslo: Spartacus, 2012).

⁵ Norway established other units with a capability to conduct special operations during the war, most notably the *Norwegian Independent Parachute Company* and *No 5 Troop 10 Interallied Commando*, however *Kompani Linge* and *Shetlandsgjengen* are the most famous, for more on the other units see Tor Jørgen Melien, *Våre Hemmelige Soldater*, [Our Secret Soldiers] Oslo: Spartacus, 2012, 34– 38.

Operations Executive (SOE), came to be known as *Kompani Linge* and *Shetlandsgjengen*.⁶

1. Kompani Linge

The newly established SOE's main purpose was "to promote sabotage and subversion in enemy occupied territory and to establish a nucleus of trained men tasked with assisting indigenous resistance groups."⁷ SOE wanted, therefore to recruit Norwegian personnel for operations in Norway, and after a thorough screening Lieutenant Martin Linge was selected to be in charge of the recruitment and administration of the Norwegians in the SOE.⁸ The first men Linge recruited joined SOE's selection course in the autumn of 1940 in London. After completing the course they then attended several different Special Training Schools (STS) throughout Great Britain to learn all the different skills needed for inserting, conducting, and extracting themselves from special operations in Norway. By June 1941 the unit had established its own STS in its own camps near Aviemore in the Scottish Highlands.⁹

The official name of the unit was *Norwegian Independent Company No. 1* (NOR. I. C. No. 1). Members of the unit referred to it as "Norisen" and the name *Kompani Linge* was given to it when the founding father, Martin Linge, lost his life in a commando raid near Måløy, Norway on December 27, 1941.¹⁰

In the first part of the war the company was mainly used for commando raids on the Norwegian coast. But from 1942 to the end of the war the company conducted numerous sabotage operations as part of the economic warfare waged against the German

⁶ Melien, *Våre Hemmelige Soldater*, 27.

⁷ "Records of Special Operations Executive," The National Archives, <http://www.nationalarchives.gov.uk/catalogue/DisplayCatalogueDetails.asp?CATID=153&CATLN=1&FullDetails=True> (accessed January 26, 2014).

⁸ Melien, *Våre Hemmelige Soldater*, 30.

⁹ Ibid., 44.

¹⁰ Ibid., 30.

occupiers. The most famous operation was Operation “Gunnarside” in 1943, which targeted the heavy water plant at Rjukan, crucial for Germany’s nuclear program.¹¹

2. Shetlandsgjengen

In the year before Germany invaded Norway the British intelligence service at that time, the Secret Intelligence Service (SIS), had already planned for Norwegians to establish themselves on the Shetland Islands to conduct secret transports to Norway with the use of fishing vessels.¹² In December 1940 the transport of agents, refugees, supplies, and other vital materials began as small Norwegian fishing cutters moved to and from the enemy-occupied territory.¹³

The men who conducted these crossings were Norwegian fishermen and sailors recruited by the British. They went through selection and training at various STS sites before joining the unit that, at the start of the war, was officially named the “Norwegian Naval Independent Unit.”¹⁴ Although the official name later changed to the “Royal Norwegian Naval Special Unit,” the men themselves and the people around them referred to it as *Shetlandsgjengen*—the Shetland gang.

During the war the unit conducted a total of 198 missions, fighting a desperate and lonely game of death with German patrol boats, aircraft, troops, mines, and the unending fury of the Northern Sea. It was dangerous duty; almost half of the men who joined were either lost at sea or killed in action.¹⁵

Immediately after Germany’s defeat Norway decided to disband the special units it had created. The Norwegian government’s priority at this time was to rebuild Norway’s regular defense. The Norwegian Army and the Royal Norwegian Navy disbanded *Kompani Linge* and *Shetlandsgjengen* in the autumn of 1945.¹⁶

¹¹ Tom Robertsen, “Transforming Norwegian Special Operation Forces” (master’s thesis, Naval Postgraduate School, 2006) 30.

¹² Melien, *Våre Hemmelige Soldater*, 30.

¹³ Fritjof Sælen, *Sjetlands-Larsen* (Bergen: J. W. Eides Forlag, 1955), 14.

¹⁴ Melien, *Våre Hemmelige Soldater*, 49.

¹⁵ Sælen, *Sjetlands-Larsen*.

¹⁶ Melien, *Våre Hemmelige Soldater*, 107.

B. FORSVARETS SPESIALKOMMANDO

Only a year-and-a-half after the liberation of Norway, the Norwegian army started to make plans for again establishing a special unit. Attempts by high-ranking officers and politicians were made during the 1950s, but without success. The army embraced the idea of parachute insertion around 1960, an idea promoted by officers in the cavalry. As a result, *Hærens fallskjermjegerskole* [The Army's Paratrooper School] was established in 1962.¹⁷ The school's goal was to educate around 200 soldiers a year for the infantry and the cavalry. By the mid-1960s, the school was organized into four different elements: management, instructors, riggers, and a paratrooper platoon. By the late 1960s, the Army wanted to increase the size of the paratrooper platoon to two paratrooper commands; when fully mobilized, the two commands should total 400 men.¹⁸

To communicate its reorientation from using parachutes strictly as a means of insertion to also focusing on its job on the ground, the unit changed its name to *Hærens Jegerskole* (HJS) [The Army's Ranger School] in 1971.¹⁹ The paratroopers' main focus over the next decade was long-range reconnaissance patrols (LRRP). Annually, the unit trained around 30–40 new conscripts as paratroopers. The size of the staff of the unit increased to a total of 17 officers and one civilian by the start of the 1980s.²⁰

In the wake of the 1972 Munich Olympics terror attack, Europe saw the creation of many new special units to deal specifically with this “new” threat. Norway response was to create *Beredskapstroppen* [The Norwegian Police Emergency Response Unit] in 1976. This new response unit was organized within the police as an anti-terror, hostage rescue, and high risk arrest unit, and was based in Norway's capital, Oslo.

At the same time, Norway discovered oil in the North Sea and was concerned about protecting this resource from terrorists. Consequently, the Norwegian government appointed a committee that same year that recommended that the armed forces should

¹⁷ Melien, *Våre Hemmelige Soldater*, 170.

¹⁸ Ibid., 173.

¹⁹ John Inge Hammersmark, “Utviklingen av norske spesialstyrker: symbolikk eller militær nytteverdi?” [The Development of Norwegian Special Operation Forces] (master's thesis, Forsvarets stabsskole [The Norwegian Defence Command and Staff College], 2010) 15.

²⁰ Melien, *Våre Hemmelige Soldater*, 178.

likewise establish a special unit to assist the police regarding off-shore counter-terrorism. The committee's main argument was that the police would not be suited to handle combat-like situations in coastal waters.²¹ Several different options regarding the shape and size of the unit were discussed, and the committee responsible for making a final recommendation to the Chief of Defence suggested that a new unit of 38 men should be established. Eighteen of the men should be from the HJS, sixteen from *Marinejegerlaget* (MJL, the precursor to MJK), and four should be explosive ordnance disposal (EOD) experts.²² In the spring of 1982, the Chief of Defence made his decision. He feared that if he followed the committee's recommendation, MJL would not be able to fulfil its tasks in the northern parts of Norway. *Forsvarets Spesialkommando* (FSK) should therefore be established as a unit under HJS, containing specially trained paratroopers.²³ Supported by the British *Special Air Service* and *Special Boat Service*, HJS did a remarkable job standing itself up, and on June 1, 1984, the 38 men unit, FSK, was declared operational.²⁴

Throughout the 1990s, HJS received praise for its work over the course of multiple deployments to the Balkans. In 1997 the unit changed its name to *Hærens Jegerkommando* (HJK) to communicate that the unit was no longer a school institution, but a special unit on standby for both national and international missions.²⁵ The unit grew in size and eventually was comprised of a battalion size staff, two assault squadrons, and multiple support squadrons.²⁶ The unit deployed multiple times to Afghanistan in the 2000s and continued to grow. In 2004 the unit was placed organizationally directly under the Chief of the Army with a lieutenant colonel as Commanding Officer (see Figure 1). Today the name of the unit is *Forsvarets Spesialkommando*. The size of the unit is classified, but a full colonel is the Commanding Officer and, as of January 1, 2014, it is part of the newly established *Forsvarets Spesialstyrker*.

²¹ Melien, *Våre Hemmelige Soldater*, 200.

²² Ibid., 203.

²³ Ibid., 204.

²⁴ John Inge Hammersmark, "Utviklingen av norske spesialstyrker: symbolikk eller militær nytteverdi?," 16.

²⁵ Ibid., 16.

²⁶ Melien, *Våre Hemmelige Soldater*, 242.

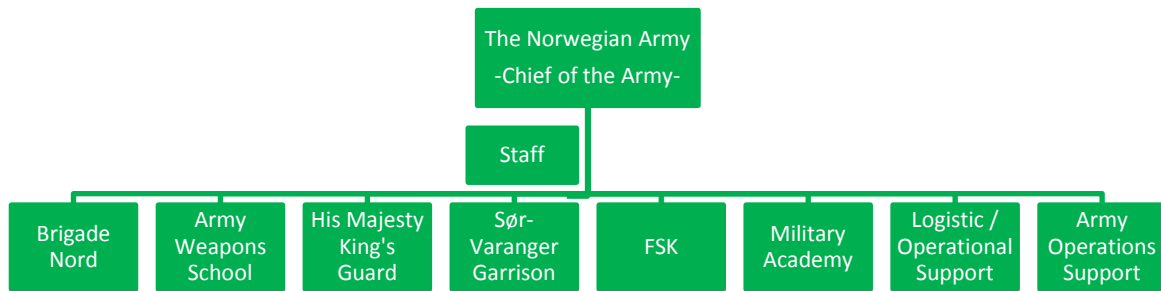


Figure 1. The Norwegian Army in 2009

C. MARINEJEGERKOMMANDOEN

When the reconstruction of the Norwegian Armed Forces accelerated in the 1950s, the Royal Norwegian Navy decided to establish a frogman unit in the winter of 1951-1952.²⁷ Experiences during WWII proved that a frogman unit could be an effective tool and the intent was that Norwegian frogmen should be able to conduct underwater sabotage, beach reconnaissance, and mine clearance operations. To gain knowledge and insight, the navy decided to send one of Norway's diving pioneers, Navy Lieutenant Ove Lund, to the United States to train with the US Navy's elite special purpose force, the Underwater Demolition Teams (UDT).²⁸ In March the following year, Lund held the first frogman selection course at Bolærne fortress in the Oslofjord, clearly inspired by the UDT's method of selection.²⁹

During the 1960s, the number of tasks assigned to the unit and its numbers of required specialty increased. Therefore, the navy decided to appoint a group to look at these challenges. The group recommended that the unit should be split in two in 1968: with an offensive element to be called *Marinejegere* (MJ) and a defensive element called *Minedykkerne*. The defensive element should focus on underwater explosive ordnance disposal (EOD), while the offensive element should focus on reconnaissance and

²⁷ Melien, *Våre Hemmelige Soldater*, 123.

²⁸ Ibid., 126.

²⁹ Ibid., 126.

sabotage in coastal areas. The navy wanted the offensive element, *Marinejegerlaget* (MJL), to consist of 15 MJs on active service and another 15 who could be mobilized.³⁰

Although the size of the unit had only increased to 21 men by the end of the 1970s, the unit's capabilities had increased significantly. The Norwegian supreme commander for northern Norway had decided that MJL should be capable of conducting joint special operation missions. As a result, the unit was assigned new long-range communications equipment and started to train with the rest of the Norwegian Armed Forces. These measures increased the unit's expertise and overall operational output.³¹

At the end of the 1980s MJL started to realize that in order to meet expectations and standards it had to spend less time educating new conscripts³² and more time on developing new tactics, techniques and procedures (TTP). In 1992 MJL changed its name to *Marinejegerkommandoen* (MJK). By the mid-1990s the unit consisted of around 30 active duty officers and NCOs. They were organized into a management section, an operations section, a logistics section, and the patrols. The Commanding Officer at the time had the rank of lieutenant commander.³³ For a mobilization exercise in 1998, MJK mobilized all of its men and the unit was 160 men strong, with ten patrols in the field.³⁴ During the 1990s, personnel from the unit were also exposed to international operations for the first time in the Balkan conflict.

In the beginning of the 2000s, the Commanding Officer had the rank of Commander and the unit continued with its organizational development. The multiple deployments to Afghanistan during this decade helped MJK to convince military and political leaders that the unit needed additional funding and personnel in order to reach its full potential. From 2004 till 2007 the unit was re-organized into four squadrons and a

³⁰ Melien, *Våre Hemmelige Soldater*, 132.

³¹ Ibid., 166.

³² Most of the MJ's at the time were conscripts who served their mandatory service. They were discharged after 15 months of service, but could be recalled if the armed forces were mobilized or for larger exercises.

³³ Melien, *Våre Hemmelige Soldater*, 268.

³⁴ Ibid., 270.

battalion staff:³⁵ Alfa (assault squadron), Bravo (training and education squadron), Echo (special boat squadron), and Lima (combat service and support).³⁶ Up until 2005 MJK had only selected and trained one type of operator, namely the *Marinejeger* (MJ). But from 2005 an additional type of operator was selected and trained, the *Spesialbåtoperatør* (SBO). Norway's littoral waters are one of the most demanding areas in which to operate and the unit recognized the need for specialists in the littoral domain; the SBOs were designed to fill this role.³⁷

Up until January 1, 2012, MJK had organizationally been under various sub-commands of the Coastal Flotilla (see Figure 2). After an internal reorganization, the unit now reported directly to the Chief of Naval Operations; the command and control lines became shorter; and MJK was placed at the same level as FSK in the Army. The actual size of MJK is classified, but in an interview with a Norwegian newspaper in 2013 the Commanding Officer stated that MJK had around 200 persons. He would not, however, answer the question of how many of these were MJs or SBOs.³⁸ As of January 1, 2014, MJK is no longer part of the Royal Norwegian Navy. It now belongs to the newly established *Forsvarets Spesialstyrker*.

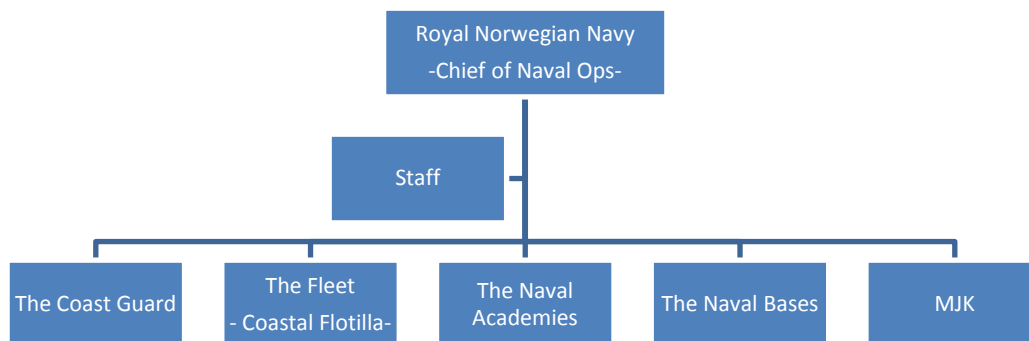


Figure 2. MJK and the Royal Norwegian Navy after January 1, 2012

³⁵ The staff had a typical structure, N1–N8.

³⁶ Melien, *Våre Hemmelige Soldater*, 273.

³⁷ Ibid., 273.

³⁸ Bente-Line Svellingen Flatekvål, "Marinejegere er Northug i uniform," *BA*, April 20, 2013, <http://www.ba.no/nyheter/article6613979.ece>, accessed January 2014.

D. ATTEMPTED MERGERS

Since the 1970s, there have been recurring attempts and deliberations to merge the respective Norwegian Special Operation Forces, initiated both by the Army and the Navy, with divergent approaches reflecting different reasoning, legitimacy, assessments, and solutions. In 1970 a merger was suggested, but did not occur. In 1976, and in subsequent years, it was again discussed. Instead, FSK was established and became operational in 1984. Toward the end of the 1980's, with the end of the Cold War, the Norwegian Armed Forces was forced to be more economically vigilant and FSK came under evaluation. Termination of both MJK and HJK was also scrutinized, but was never enacted. The possibility for a merger popped up again in 1997, and was further deliberated on in 2003, but the Minister of Defence did not bring the case to Parliament. Since 2001, both SOF units have repeatedly deployed to Afghanistan and other theaters, and the importance of having such capabilities has been reinforced. In addition, the terrorist attacks in Norway in the summer of 2011 underscored the need for having both of these capable units available to support the police in counter-terrorism operations domestically.

At the same time, over the last fifteen years, FSK and MJK have competed for tasks and operational legitimacy, an assertion backed up by the fact that the two units are similar when it comes to capabilities and have both been active (deployed) in the same theaters. Yet, deployments have not been joint. For the majority of the time they have been in succession. It is fair to say that, as a consequence, the relationship between the two tactical units has not been healthy or efficient. Tellingly, when the future organizational design for the merged forces was publicly highlighted in 2012-2013, members of both units reacted. There are limited reliable unclassified sources describing the process of a possible merger and/or realignment of the two forces. Nevertheless, some of the publicly available discourse is important to review in order to contextualize recent views about each unit's status, and to set the conditions for understanding the possible ramifications of this thesis.

In order to avoid biases and gossip, we have focused solely on public discourse provided by Norsk Rikskringkasting [Norwegian Broadcasting Corporation] (NRK). In

February 2013, the CHOD announced recommendations for the future organization of the Norwegian Special Operation Forces. He suggested keeping one tactical squadron from MJK at Haakonsvern Naval Base, Bergen, Norway (main naval base situated in southwest Norway). In addition, he suggested keeping an element in Ramsund (the northern base for MJK) in order to have redundancy/readiness in northern Norway. The remaining parts of MJK would be moved to Rena, Oslo, and FSK would constitute the main part of the Norwegian Special Operation Forces, including a joint command for the entire force. The rationale for this recommendation was to increase: (1) combat power, and (2) readiness by putting the two tactical units under one joint command. While the rationale may have been good, by assimilating MJK into FSK at Rena the implication was the end of MJK as an organic force. The next few months were consequently rough for the Norwegian Special Forces. The Armed Forces leadership, with the CHOD being the most significant actor under review, was scrutinized and deliberately put on the spot for an absence of leadership skills and for lacking a holistic, unbiased approach regarding the future organization of the Norwegian Special Operation Forces, whose ends, ways, and means were not in alignment with governing political guidelines. The CHOD was accused of being incompetent when appointing the new Commander of SOA, the precursor of FS, [The Norwegian] Special Operation Division. There were also allegations of eavesdropping on employees of MJK conducted by the very same officer. Some employees of MJK were characterized as whistleblowers, and their identities were made public. On April 22, 2013, CHOD and the Norwegian Minister of Defence announced that FSK and MJK were to be put under a joint command located in Oslo. This was regarded as a compromise solution given that the senior leadership in the Norwegian Armed Forces had first suggested assimilating MJK into FSK. The Minister of Defence was critiqued for not taking the allegations of incompetence, eavesdropping, and threats seriously enough, and it was suggested that the merger process should be put on hold until the apparent issues were resolved, or at least eliminated. All parties were later acquitted and the future organizational design for the Special Forces was politically decided with CHOD in agreement. It was explicitly stated that MJK would exist as an organic unit and that the overall organizational change was not the first step in merging

the two tactical units. The Commander of SOA was replaced by Rear Admiral Nils Johan Holte who took command of the newly established FS January 2014.

E. THE ESTABLISHMENT OF FORSVARETS SPESIALSTYRKER JANUARY 1, 2014

It is important to look ahead. I am encouraging all employees to look ahead and put the old history behind them. This reorganization gives us an opportunity to state good and consistent goals for the future—together.³⁹

As described in the previous section, there have been previous attempts to merge FSK and MJK. The attempts have had different flavors, different characters, and different rationales. They have also taken into account different factors and analyses according to the situation at the time. Nevertheless, the establishment of FS can be considered a step in a merger process, even though it does not technically constitute a merger.

SOA was established in 2012. The Division was organizationally placed within the Defence Staff. SOA had coordinating authority over FSK and MJK, and the Joint Headquarters had operational authority. The organizational change/adaption was made based on the perceived advantages of shorter lines of command and enhanced information flow. In addition, SOA would be a division that could facilitate holistic planning and use of Norwegian Special Operation Forces. During SOA's existence, the plan for the Norwegian Special Operation Forces was greatly debated. The 2012 Long Term Planning Document, a four-year planning document, provided by CHOD, required a study of the Special Forces. In addition, the terror incident of July 22, 2011 identified lessons to be incorporated into improved national counter-terrorism-readiness which included military forces, especially FSK and MJK.⁴⁰

On March 31, 2014, RADM Nils Johan Holte gave a speech in Oslo. We attended this gathering and below is an excerpt focusing on organizational culture in FS (translated by the authors into English):

³⁹ RADM Nils Johan Holte, Commander FS, January 13, 2014. <http://www.nrk.no/norge/-vi-ma-leggje-konflikta-bak-oss-1.11467553>, accessed January 14, 2014.

⁴⁰ Alexandra Bech Gjørvt et al., "Rapport fra 22. Juli-kommisjonen" [22 July Commission Report] (Norges Offentlige utredninger, Oslo, 2012).

May I speak about organizational culture in the Norwegian Special Forces, with a careful reference to last year's reports in the press, that any negative impressions that they may have established upon themselves.

All top leaders who have gathered previously separate organizations under a common management emphasize the cultural dimension, because a unified and recognized corporate culture — can be which all employees identify with — and the vision and goals that can be recognized and supported by all staff, are considered important factors to the success of the new joint organization. It often calls for unifying symbols and common slogans, and common provisions for profiling.

This is also my focus since the establishment of FS has collected two organizations that were previously separated. I understand that many are of the opinion that FS has two different organizational cultures consisting of two groups which in many ways are separate. After ten weeks in the job, I have already concluded that this is not an accurate picture.

Obviously there are cultural differences between FSK and MJK. The two units have developed in each of their respective military branches. Cultural differences are fairly obvious between the Army and Navy, and this is also reflected in MJK and FSK.

Do MJK and FSK represent two different organizational cultures? My answer to that question is a little yes, but mostly no.

After visiting both units and having talked about the future — where we must go together — I perceive that we are all looking in the same direction and have an overall desire that FS will succeed. And I have found that the differences are clearly dominated by cultural similarities as these are developed from a specialized concurrence in the mission, equipment, operational focus, selection of personnel, operational experience, etc.

I am set to establish a new branch of the Armed Forces structure — on a par with the other armed services. And like the other commanders, it is also my goal that my organization will be characterized by a positive community, respect, and a willingness to develop into the future — together. We should be able to make it, while we accept and respect some peculiarities, both at Haakonvern [Navy Base] and Rena [Army Camp]. Both units will also in the future continue to cultivate close relations with the two armed services from which they originated.

The starting point for creating a recognizable and positive FS culture is, with us as with other organizations, to bolster confidence within the organization between individuals, groups, and departments. To the extent that trust is an issue, it is challenging for us. Confidence may in fact not be

ordered or implemented. Confidence must be created and strengthened through a process over time.

My strategy is to facilitate constructive interaction within FS. Focusing on the interaction — and dual demonstration of competence at the point of contact — will ensure that trust emerges in all of FS.

Decisions will eventually be made on my part that will not necessarily be popular with everyone, but if our organization is characterized by trust it will also be able to absorb things that are perceived as challenging — without division and negative communication through the media.

I am sure that we who serve in Special Operation Forces together will succeed in creating and consolidating an organization characterized by solidarity. But it is ultimately up to objective observers to confirm whether and when this goal is reached. We must in fact be perceived as such, before we can credibly argue that we actually have met this prerequisite for future optimal development.⁴¹

Holte, after ten weeks as Commanding Officer for FS, spoke directly to the issue at the heart of this thesis regarding culture and possible discrepancies when cultures meet in a unifying process. It is interesting to note that some of his conclusions touch on some of the potential findings in our analysis of survey data and our literature review. Comparative analysis between his perceptions and our findings is not meant to represent the core of this thesis, but it would be unwise of us to not point out certain discrepancies as well that might be able to shed light on the challenges when it comes to forging Norwegian Special Operation Forces. Some of the bullet points we extracted from the speech are as follows:

- The cultural dimension is important in unifying previously separated units.
- FSK and MJK are not notably different when it comes to organizational culture. Cultural similarities outweigh differences.
- Everyone in FS is looking in the same direction and has an overall desire for FS to succeed.

⁴¹ Nils Johan Holte, “Norske spesialstyrker i støpeskjeen – hva innebærer reformene?” [NORSOF in its ladle] (speech, Oslo Militære Samfund, March 31, 2014), accessed April 13, 2014, http://www.oslomilsamfund.no/oms_arkiv/2014/2014-03-31-Holte.pdf. The speech was translated into English by the authors.

- Both FSK and MJK will also in the future continue to cultivate close relations with the two armed services they originated from [authors' comment: a merger of the two tactical units is not under consideration].
- The CO's strategy is to facilitate constructive interaction within the whole of FS.
- The CO is optimistic that those who serve in Special Operation Forces together will succeed in creating and consolidating an organization characterized by solidarity.

January 1, 2014, FS was established as depicted in Figure 3. The vision is that FS shall be a unique, flexible, and reliable security policy asset which possesses a high level of readiness and the ability to achieve strategic effect.

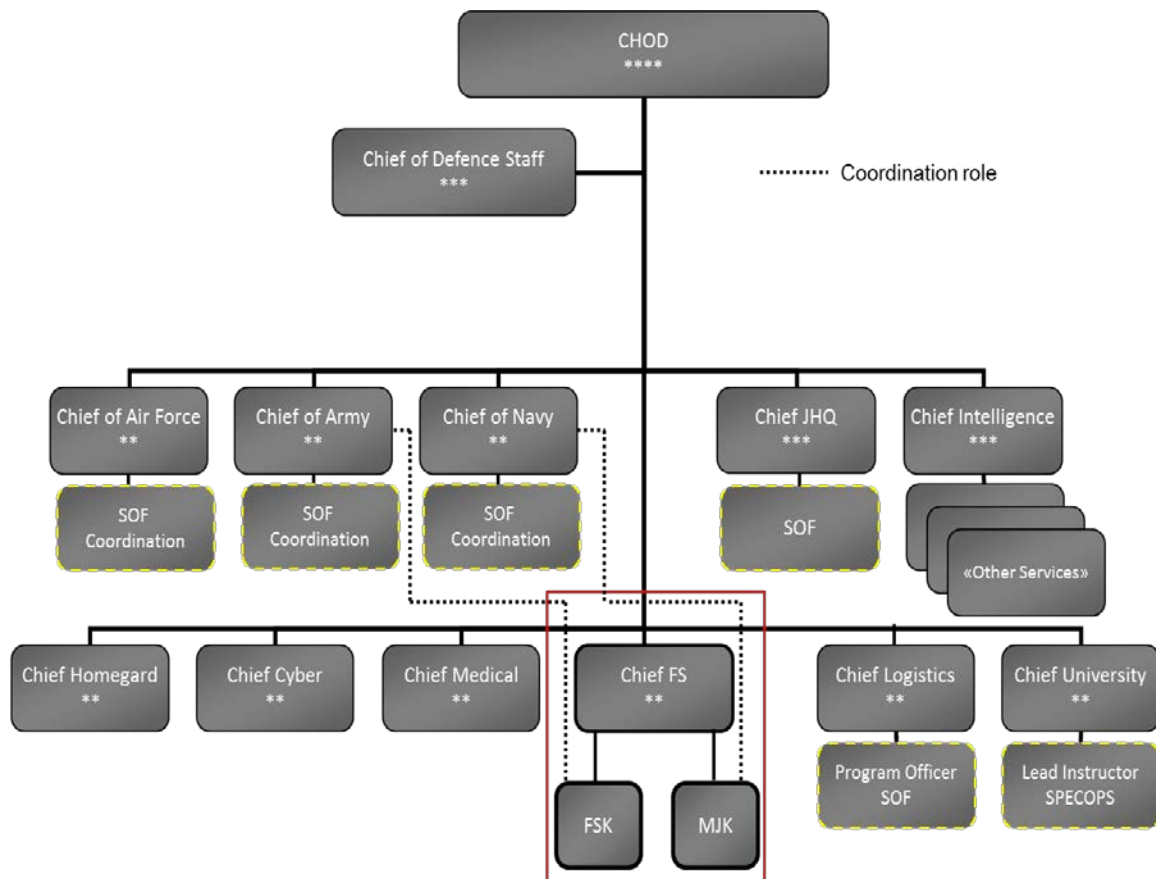


Figure 3. Organizational Chart, FS

III. ORGANIZATIONAL CULTURE

*In order to manage culture, you must understand what culture is, what content culture covers, and how to assess it.*⁴²

Since Andrew M. Pettigrew first introduced the term “organizational culture” in 1979, several scholars have helped to shape the way we understand the concept of organizational culture today.⁴³ Two books from 1982 presented business leaders with the idea that organizational culture was “the big answer” to why some organizations succeed and others do not.⁴⁴ Research on this topic exploded and two different schools of thought emerged: (1) those who thought that an organization *had* a culture and it could be changed, and (2) those who thought that an organization *is* culture and it could not be changed.⁴⁵

Most contemporary research falls somewhere in between these two extremes. Inspired by the works of Edgar Schein and Daniel Denison we will focus on the concept that an organization *has* a culture and it *can* be changed. We further endorse Schein’s statement that there are better and worse cultures, that different cultures can be stronger or weaker, and that the “right” kind of culture will have an impact on how efficient an organization is.⁴⁶

⁴² Edgar Schein, *The Corporate Culture Survival Guide* (San Francisco: Jossey – Bass, 2009), 1.

⁴³ Andrew M. Pettigrew, On Studying Organizational Culture, *Administrative Science Quarterly*, Vol. 24, No. 4 (Dec., 1979). Accessed February 15, 2014, <http://www.cnr.it/benessere-organizzativo/docs/bibliografia/96.pdf>.

⁴⁴ The two books were: Thomas J. Peters and Robert H. Waterman. *In search of excellence*. (New York: Harper & Row, 1982); Terrence E. Deal and Allan A. Kennedy, *Corporate cultures*, (Reading, Mass: Addison – Wesley, 1982).

⁴⁵ Henning Bang, *Organisasjonskultur* [Organizational Culture] (Oslo: Universitetsforlaget, 2011), 141.

⁴⁶ Edgar H. Schein, *Organizational Culture and Leadership*, 4th ed. (San Francisco: Jossey – Bass, 2010), 35.

A. THE CONCEPT OF ORGANIZATIONAL CULTURE

*Culture is to a group what personality or character is to an individual.*⁴⁷

1. Organizational Culture Defined

As with most topics in social science, the concept of culture has had a long history. It is believed that the anthropologist Edward B. Tylor was the first who tried to define the term in 1871. According to Tylor, culture was “that complex whole which includes knowledge, belief, art, morals, law, customs, and any other capabilities and habits acquired by man as a member of society.”⁴⁸ Since then, several other definitions have been presented and although it seems impossible for researchers to agree on a single one, most seem to agree on the content. One of the things that makes culture a difficult concept hard to define is that parts of it are very abstract. Schein suggests that for there to be culture it must have these four characteristics:⁴⁹ (1) stability, (2) depth, (3) breadth, and (4) patterning or integration.

According to Schein, cultures have some level of structural stability; stability is not only shared within the group, but also defines it. He elaborates by saying that the culture is a stabilizing force because it survives even if some of the group’s members leave, and it is therefore hard to change because most people value stability. The concept must also have depth, Schein’s second characteristic. In his view, culture is the deepest, unconscious part of the group and is therefore less tangible and less visible. After the culture has developed, it suffuses all of the group’s actions; this is his third characteristic. The last characteristic, patterning or integration, refers to the fact that the culture ties various elements like rituals, climate, values, and behaviors together into a coherent whole. In Schein’s schema, this is the essence of what we should mean by culture and it derives from the human need to make our environment as sensible and orderly as we can.⁵⁰

⁴⁷ Schein, *Organizational Culture and Leadership*, 36.

⁴⁸ Edward B. Tylor, *Primitive Culture* (London: J. Murray, 1871).

⁴⁹ Schein, *Organizational Culture and Leadership*, „ 38.

⁵⁰ *Ibid.*, 39.

In a nutshell, then, Schein's concept of culture is:

A pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.⁵¹

With this definition, Schein highlights the two major sets of problems that all groups must deal with regardless of their size: (1) external adaptation, meaning the problems of survival and adaptation to the environment surrounding the group, and (2) internal integration, which refers to problems with the integration of the group's internal processes to ensure that the group is still able to survive and adapt.

A final thing to note about organizational culture is that, according to Schein, culture can be developed in any group as long as the following three conditions are met: (1) the group has been together long enough to have shared significant problems, (2) the group has had opportunities to solve these problems and to observe the effects of its solutions, and (3) the group has taken in new members and has passed on these solutions.⁵²

As previously mentioned, FS has only existed since January 1, 2014 and to our knowledge the new entity has yet to fulfill these three conditions. In FFI's survey FS's employees were asked to consider the following statement: "There is an established organizational culture in FS." 43 percent of the respondents agreed, 26 percent were neutral, and 31 percent disagreed with the statement (see Figure 4).⁵³ This result tells us that for the time being there is not an established organizational culture that is shared throughout the organization.

⁵¹ Schein, *Organizational culture and leadership*, 40.

⁵² Edgar H. Schein, *Coming to a New Awareness of Organizational Culture*, Sloan Management Review, Winter 1984, 5. Accessed March 10, 2014, https://blog.itu.dk/SFOL-F2013/files/2013/03/culture_schein.pdf.

⁵³ The source of data is the data collected by FFI. 15 percent strongly disagreed, 16 percent disagreed, 26 percent were neutral, 22 percent agreed, and 21 percent strongly agreed.

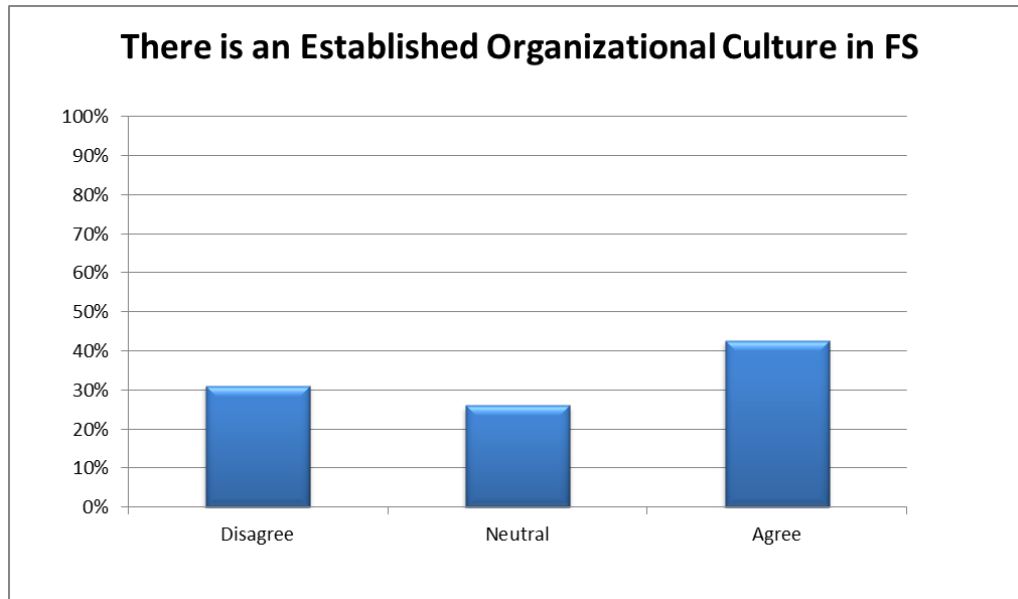


Figure 4. Organizational culture in FS

That does not mean that there is no organizational culture in FS; it simply means that FS's organizational culture, for the time being, is comprised of the organizational cultures of both FSK and MJK. Figure 5 shows that most of FS's employees (96 percent) have a background from either of these two units.⁵⁴ Although some are currently working on the FSST staff, they were socialized into and enculturated by their respective unit. Taking into account people's formative enculturation, then, leads us to focus on the organizational cultures of FSK and MJK for the remainder of this chapter, since these two cultures will be the building blocks for FS's organizational culture.

⁵⁴ The source of data is the data collected by FFI. 57 percent of FS consist of people with a background from FSK, 39 percent from MJK, and only 4 percent of the employees have a background from neither.

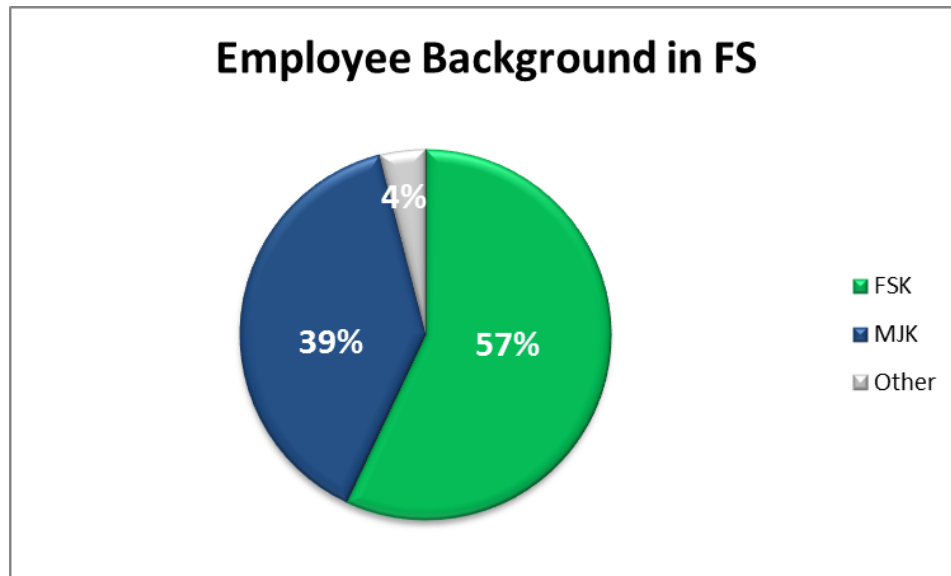


Figure 5. Employee background in FS

2. Functional, Dysfunctional, Weak, and Strong Organizational Culture

Before we describe the content of these two cultures, we should offer a clarification. Instead of referring to a culture as good or bad, as people normally do in everyday language, we think it is more valuable to examine whether the culture is functional or dysfunctional with regard to the organization's goals.⁵⁵ Vijay Sathe presents the idea that one can determine the functionality of the organization's culture by looking at cultural strength and cultural content.⁵⁶ Cultural strength can be described by using three dimensions:⁵⁷ (1) the degree of sociological penetration, (2) the degree of psychological penetration, and (3) the degree of historical penetration. The first dimension refers to how many of the organization's members actually share the same culture; is there one or can we find many subcultures? Psychological penetration refers to how deeply shared the content of the culture is between the members; the more intense experiences the members share, the stronger the culture will be. How long the culture has existed and how stable the membership has been are captured by the degree of historical

⁵⁵ Bang, *Organisasjonskultur*, 117.

⁵⁶ Vijay Sathe, *Culture and Related Corporate Realities* (Homewood, Illinois: Richard D. Irwin, 1985).

⁵⁷ Bang, *Organisasjonskultur*, 110.

penetration; the longer the organization has existed and the less turnover it has had, the stronger the culture.

When applying this to FSK and MJK we find that both units have a strong organizational culture along all three dimensions. When it comes to their line of work, members of the units share intense experiences both at home, during training and exercises, and abroad when executing missions in hostile environments. Since the onset of the Afghanistan campaign in 2001, both units have lost operators at home and in Afghanistan.⁵⁸ This, combined with each unit's rigorous selection program, has reinforced both the sociological and psychological penetration of the culture for the operators. Worth noting is that most employees in FSK and MJK are not operators; instead, they work on a staff or in support positions. However, since the core of the organizational output is the operators, they have the leading role in forming the organizational culture. How intensely the "non-operators" share the culture is unknown for us; our experience tells us that most do.

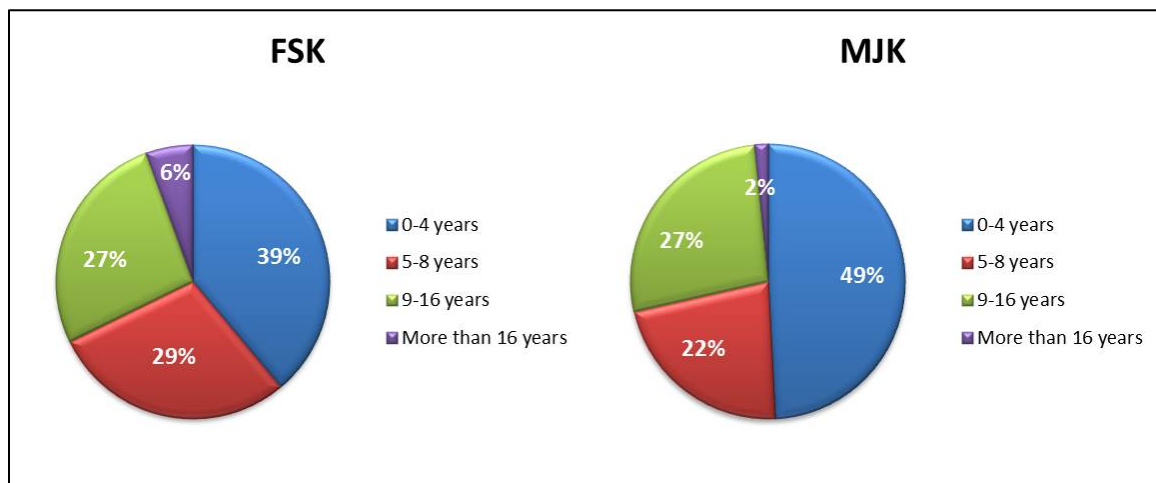


Figure 6. Number of years in FSK / MJK

⁵⁸ FSK: *Rasmus Alme* during an exercise in Norway 2005 and *Tor Arne Lau-Henriksen* in Afghanistan 2007.

MJK: *Trond André Bolle* in Afghanistan 2010 and *Magnus Rubach Wendt* during an exercise in Norway 2011.

Figure 6 depicts the number of years employees have been at FSK / MJK. 62 percent of FSK's employees have been at the unit for 5 years or more. 51 percent of MJK's employees have been at MJK for 5 years or more.⁵⁹ We can therefore say that the historical penetration is high for both units.

As mentioned previously, the functionality of the organizational culture must also be determined by cultural content. To examine content we will use Schein's classic approach of dividing culture into three levels.⁶⁰

3. The Three Levels of Culture

As with defining organizational culture, researchers within the field have not reached a consensus on how to operationalize the concept. Edgar Schein argues that at the root of an organization's culture are basic underlying assumptions. These assumptions are the "unconscious, taken-for-granted beliefs and values that determine behavior, perception, thought and feelings."⁶¹ Official values and rules that normally can be found in philosophies or public statements represent the second level. These espoused beliefs and values are derived from the basic underlying assumptions. The third level is comprised of something Schein calls artifacts; these are the culture's visible and feelable structures, processes, and behaviors.

Daniel Denison et al use the image of an iceberg in the book *Leading Culture Change in Global Organizations* to depict Schein's three levels (see Figure 7).⁶² Only about ten percent of an iceberg is visible above the water. Think of this as the culture's artifacts. The remaining ninety percent is below the surface and just as it is these parts that will sink a ship, it is these parts -the espoused beliefs and values, and the basic underlying assumptions- that will get an organization into trouble.

⁵⁹ The source of data is the data collected by FFI.

⁶⁰ Schein, *Organizational Culture and Leadership*, 45.

⁶¹ Schein, *Organizational Culture and Leadership*, 46.

⁶² Daniel Denison et al., *Leading Culture Change in Global Organizations* (San Francisco: Jossey-Bass, 2012), 3.

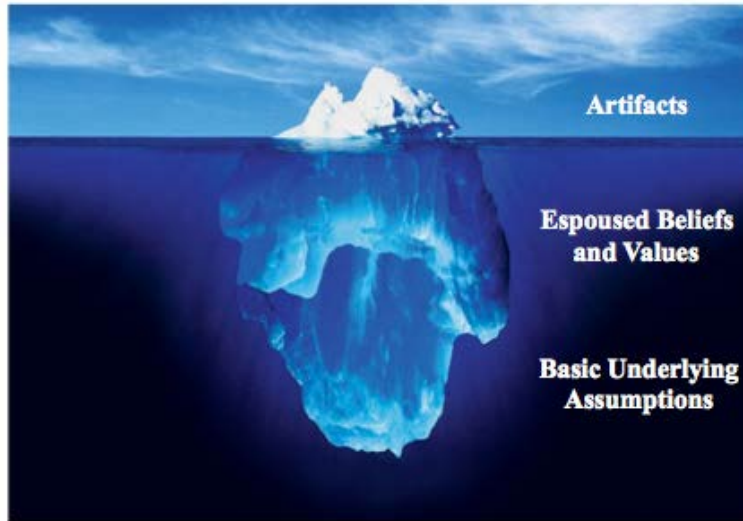


Figure 7. The three levels of culture

Schein points out that to map or measure these three levels takes time and can be difficult.⁶³ He suggests that one can start by looking at the different categories of culture.⁶⁴ The categories are: *macrocultures*, *organizational cultures*, *subcultures*, and *microcultures*. *Macrocultures* are the national, ethnic, religious, and occupational cultures that exist globally. As mentioned previously in the thesis, Schein defines *organizational culture* as all kinds of private, public, government, and nonprofit organizations. Various occupational groups that make up these organizations are called *subcultures*. Each of these consists of microsystems, or microcultures. If we look at FSK and MJK they share a lot of cultural similarities (see Figure 8).

⁶³ Schein, *Organizational Culture and Leadership*, 46.

⁶⁴ Schein, *Organizational Culture and Leadership*, 46.

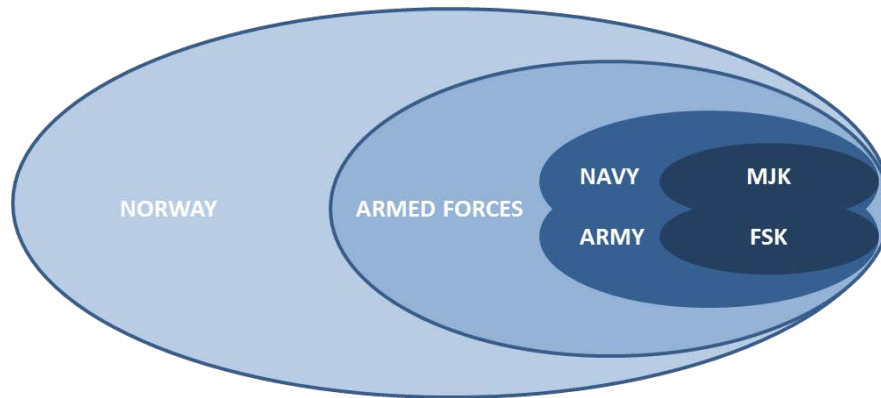


Figure 8. Cultural categories FSK and MJK

Both cultures derive from the same macro culture, which is Norway, and both reside within the same organizational culture, the Norwegian Armed Forces. As the reader knows by now, FSK's culture derives from the Army and MJK's from the Navy. The Norwegian Navy works with the Norwegian Army at all levels all of the time, so there should not, in theory, be any cultural hindrances between FSK and MJK. Carl H. Builder writes in the book *The Masks of War*⁶⁵ that each military service has its own distinct culture, which explains why the services act the way they do. Although Builder's book is written about the United States Services, we have no reason to believe that his arguments do not apply to Norway as well. This underscores our previous point that *in theory* there should not be any cultural hindrances, but reality has shown that there are.

Something that traps many people when it comes to mapping and measuring the three levels of culture is that people have a tendency to infer the things that are "below the surface" strictly on the basis of what they see "above."⁶⁶ For example, if you are used to a very formal organization and you meet an organization that is very informal, you may regard that organization as "inefficient." Alternatively, if you are used to a very informal organization and meet a formal one, you may think that the organization lacks innovation and creativity skills. Schein also points out that the "deeper" one gets, -to level two or three-, the harder it is to change. The reason for this is that if our underlying

⁶⁵ Carl H. Builder, *The Masks of War* (London: The Johns Hopkins University Press, 1989)

⁶⁶ Schein, *Organizational Culture and Leadership*, 47.

assumptions are challenged, this destabilizes our cognitive and interpersonal world and creates anxiety.⁶⁷ Schein's solution is to keep cultural assumptions intact by not declaring one or the other "wrong," instead one must offer a third assumption.⁶⁸

As far as we know there is only one research project that specifically has looked at culture within NORSO. Tom Robertsen, the current Commanding Officer of MJK initiated a project when he took over as CO in 2010. Tone Danielsen, an anthropologist, was brought in and spent a year and a half with the unit to examine its culture. Tom hoped that she could help the unit answer the questions: what distinct cultural features did it have to keep to retain its "soul," and what should it shed in order to meet the demands of a modern organization? The project resulted in a report that touched on all three of Schein's cultural levels.⁶⁹ There has been no similar qualitative work done on FSK; although books have been written about the unit, none is specifically about culture.⁷⁰ In order for us to make a comparison of the two units' cultures we therefore needed another tool. The only viable option was to use a more quantitative method, namely to analyze the data we were given access to by the Norwegian Defence Research Establishment (FFI).

Before we turn to that data collected by FFI we would like to summarize this section of the thesis. FS has only existed since January 1, 2014. Therefore, the organizational culture is, for the time being, comprised of the organizational cultures of FSK and MJK. Both of these cultures are functional, a conclusion we arrived at by looking at their cultural strength and cultural content. Both share a lot of similarities and, *in theory*, there should not be any cultural hindrances between them.

⁶⁷ Ibid., 51.

⁶⁸ Ibid., 53.

⁶⁹ Tone Danielsen, *Hos oss sitter kulturen i hjertet* [*Here the culture is in our hearts*], Kjeller, Norway: Norwegian Defence Research Establishment, 2012.

⁷⁰ See for example Tom Bakkeli, *Krigere og Diplomater* [*Warriors and Diplomats*], (Oslo: Kagge, 2013).

B. FORSVARETS SPESIALRTYRKER'S CULTURE

1. Organizational Culture and Performance

Since the advent of organizational research in the 1980s, several empirical studies have shown that there is a linkage between a functional culture and good organizational performance.⁷¹ Social psychologists have therefore tried to develop a measurement tool that measures only the parts of the culture that are related to performance. Many different models have been developed and in this research we will focus on Daniel R. Denison's method and model (see Figure 9).⁷²



Figure 9. The Denison Model

In the center of Denison's model we find *Beliefs and Assumptions*. We can think of these as Schein's three levels of culture. It is important to emphasize that Denison's model does not set out to measure these "deeper" levels; it is a tool only meant to measure the aspects of culture that are related to performance. According to Denison, in order for an organization to be effective it must master four key traits. He calls these **Mission, Consistency, Involvement, and Adaptability**.

⁷¹ Bang, *Organisasjonskultur*, 127.

⁷² Denison et al., *Leading Cultural Change in Global Organizations*, 8.

Mission refers to the degree to which an organization has a clear sense of purpose and direction. **Consistency** is whether the organization has a system of values and behavior that is concise and integrated. How well the organization empowers and engages its people is measured by **Involvement**. And lastly, **Adaptability** is the degree to which the organization translates environmental demands into action and has the capacity and experience to change its goals and objectives.

As Figure 9 illustrates, each of the four traits consists of three indexes. For instance the **Mission** trait consists of “Strategic Direction & Intent,” “Goals & Objectives,” and “Vision.”⁷³

“Strategic Direction & Intent” refers to the multi-year strategies developed by the organization. The intent behind this index is to measure whether the organization has established high priorities to “operationalize” the organization’s vision.

Whether the organization has established specific, short-term goals that help every employee see how his/her daily activities connect to the vision and the strategy is measured in the index “Goals & Objectives.”

“Vision” is the last index under the **Mission** trait. The intent of this index is to depict whether the people of the organization think that the organization has a clear sense of what the ultimate reason is for its existence. Hence, does the organization have a clear purpose?

The **Consistency** trait consists of “Core Values,” “Agreement,” and “Coordination & Integration.”⁷⁴

High-performing organizations have a clear set of “Core Values” that help employees and leaders make consistent decisions and behave in a consistent manner.

The “Agreement” index refers to how well the organization engages its people in dialogue and gets multiple perspectives on the table in order to reach an agreement on difficult issues and problems.

⁷³ “The Denison Organizational Culture Model,” Denison Consulting, accessed April 19, 2014, <http://www.denisonconsulting.com/model-surveys/denison-model/ocs-mission>.

⁷⁴ “The Denison Organizational Culture Model,” Denison Consulting, accessed April 19, 2014, <http://www.denisonconsulting.com/model-surveys/denison-model/ocs-consistency>.

How well the organization coordinates and integrates the work to serve the organization as a whole is measured by the index “Coordination & Integration.” A high score on this index normally indicates that employees of the organization understand how the work that they do impacts others and how other's work impacts them.

The **Involvement** trait consists of “Empowerment,” “Team Orientation,” and “Capability Development.”⁷⁵

“Empowerment” refers to the term “informed” empowerment, which means that the organization has clarified those areas where employees can make decisions, provide input, or are beyond an employee’s scope of responsibility.

“Team Orientation” seeks to measure whether teamwork is encouraged so that creative ideas are captured and employees support one another in accomplishing work goals.

The final index under the **Involvement** trait is “Capability Development.” This is practiced in a variety of ways, including through training, coaching, and exposing employees to new roles and responsibilities.

And finally, the **Adaptability** trait consists of “Creating Change,” “Customer Focus,” and “Organizational Learning.”⁷⁶

High-performing organizations welcome new ideas, are willing to try new approaches to doing things, and consider “Creating Change” important to how they do business.

The “Customer Focus” index measures to what degree the employees recognize the need to serve both internal and external customers and continually seek new and improved ways to meet customer expectations.

“Organizational Learning” refers to whether “thoughtful” risk-taking is encouraged or not. “Organizational Learning” means that the organization gains

⁷⁵ “The Denison Organizational Culture Model,” Denison Consulting, accessed April 19, 2014, <http://www.denisonconsulting.com/model-surveys/denison-model/ocs-involvement>.

⁷⁶ “The Denison Organizational Culture Model,” Denison Consulting, accessed April 19, 2014, <http://www.denisonconsulting.com/model-surveys/denison-model/ocs-adaptability>.

knowledge from successes *and* failures, or that the first reaction to reasonable mistakes is not “Who is to blame?” but rather “What can we learn?”

At the core of the Denison Organizational Culture Survey (DOCS) is a 60-question survey. Participants are tasked to consider five statements on each of the twelve indexes just described. The participants use a five-point Likert scale, where 1= strongly disagree and 5 = strongly agree.⁷⁷ The results are presented in a circumplex report that contains benchmarked data. This means that the results are compared to Denison Consulting’s database that contains results from thousands of organizations. The results are presented in percentile scores, which indicate the percentage of organizations in the benchmark database that scored lower than the targeted organization. For example, a percentile score of 67 means that the organization scored higher than 67 percent of the organizations in the database.

As mentioned earlier, all organizations must deal with two problems at the same time: external adaptation and internal integration. Related to these problems, Denison highlights four tensions that an organization must deal with: the trade-off between focusing internally and focusing externally, and the trade-off between stability and flexibility.⁷⁸ In the model we can see, for instance, that an organization that scores high on **Involvement** and **Consistency** will tend to have an internal focus, while an organization that scores high on **Adaptability** and **Mission** will tend to have an external focus. In addition to these tensions, the model also presents the diagonal tension between internal **Consistency** and external **Adaptability**, and the “top-down” versus “bottom-up” tension between **Mission** and **Involvement**.⁷⁹

As responsible researchers we would like to underscore one important point before we present FS’s results. This requires us to cite Schein from the foreword to Daniel Denison et al.’s book, *Leading Cultural Change in Global Organizations*:⁸⁰

⁷⁷ Denison et al., *Leading Cultural Change in Global Organizations*, 174.

⁷⁸ Ibid., 9.

⁷⁹ Ibid., 9.

⁸⁰ Ibid., x.

Culture measures have evolved and can be used creatively and responsibly. I say responsibly, because I have always been critical of those who used culture surveys when they simply assumed that they knew what to measure in the first place and then fed the results back to the organization without considering how this might help or hinder what the organization was trying to do.

2. Forsvarets Spesialstyrker

Denison's empirical research has shown that high performing organizations have high cultural scores in all four traits.⁸¹ This means that an organization that scores high performs better than an organization that scores low. At first glance FS's circumplex report (see Figure 10) tells us that there is room for improvement, and especially within the **Mission** and **Consistency** traits.

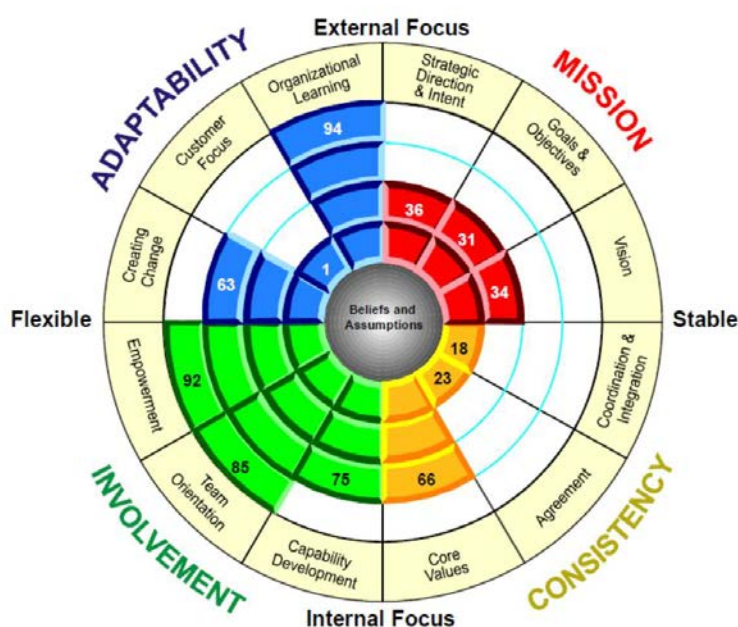
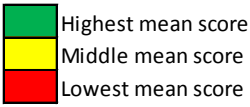


Figure 10. Circumplex report Forsvarets Spesialstyrker

Before we go into the details on each trait and index we would like to take a brief look at the statistical data that comprise the circumplex report (see Table 1).

⁸¹ Denison et al., *Leading Culture Change in Global Organizations*, 6.

		FSK	MJK	FSST	
Mission	Strategic Direction & Intent	3.55	2.91	3.32	
	Goals & Objectives	3.63	2.90	3.28	
	Vision	3.14	2.58	2.97	
Consistency	Core Values	3.92	3.50	3.34	
	Agreement	3.35	2.92	2.64	
	Coordination & Integration	2.75	2.56	2.92	
Involvement	Empowerment	4.15	3.59	4.01	
	Team Orientation	3.90	3.71	4.08	
	Capability Development	4.13	3.86	4.14	
Adaptability	Creating Change	3.45	3.37	3.56	
	Customer Focus	3.10	3.09	3.38	
	Organizational Learning	3.71	3.50	3.64	



■ Highest mean score
■ Middle mean score
■ Lowest mean score

Table 1. Mean score Denison Organizational Culture Survey

As mentioned in the last section of the thesis, the mean score in Table 1 represents how much the participants disagree or agree with the statements in the different indexes (1= strongly disagree and 5 = strongly agree). It is also important to note that the score represents that unit's thoughts on FS's culture, not the unit's culture. Of the 12 indexes, MJK has the lowest score on 10 of the 12. This clearly shows that MJK is the unit that shows most skepticism toward FS. We think that the incidents described in Chapter Two of this thesis help explain this; members of MJK felt they were on the verge of being abolished. Although that did not happen, a residue of skepticism probably remains.

In an interview conducted when he took over as the CO of FS, RADM Nils Johan Holte encouraged all of FS's employees to look ahead and put their old (bad) history behind them.⁸² We think that the results shown in Table 1 indicate that before FS's employees can put their old history behind them, the past must be reconciled. Hence, the organization must actively address the perceived wrongs committed during the merger process.

We would now like to shift the focus back to the circumplex report and go into details on what the reports tells us about FS.

⁸² Simon Solheim, "-Vi må leggje konflikta bak oss," *NRK*, January 13, 2014, <http://www.nrk.no/nyheter/1.11467553>.

a. Mission

Again, **Mission** reflects the degree to which an organization has a clear sense of purpose and direction. On the index “Strategic Direction & Intent,” FS only scores higher than 36 percent of the organizations in the database. The lowest scoring statement in this index is “Our strategic direction is unclear to me.” According to the survey data, the strategic direction is unclear to 41 percent of FS’s employees and 18 percent are neutral, meaning they felt neither/nor when asked to score this statement.⁸³

FS scores higher than 31 percent on the index “Goals & Objectives.” The lowest scoring statement on this index is “There is a widespread agreement about FS’s goals.” 29 percent disagreed and 36 percent were neutral to this statement.⁸⁴

The last index in the **Mission** trait is “Vision.” FS scores higher than 34 percent of the organizations in the database. The lowest scoring statement on this index is “we have a shared vision of how FS will be in the future.” 58 percent of the employees disagreed and 28 percent were neutral.⁸⁵

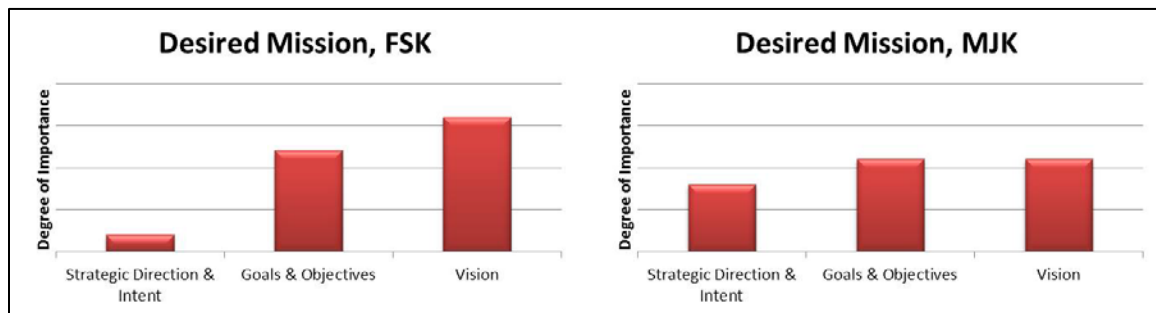


Figure 11. The indexes of the Mission trait ranked

In the survey, FFI also asked the participants to rank which index they thought was most important. Figure 11 shows responses from FSK and MJK. The first thing we

⁸³ The source of data is the data collected by FFI. 10 percent strongly agrees to the statement, 31 percent agrees, 18 percent is neutral, 33 percent disagrees and 8 percent strongly disagrees.

⁸⁴ The source of data is the data collected by FFI. 2 percent strongly agrees to the statement, 33 percent agrees, 36 percent is neutral, 22 percent disagrees and 7 percent strongly disagrees.

⁸⁵ The source of data is the data collected by FFI. 2 percent strongly agrees to the statement, 13 percent agrees, 28 percent is neutral, 32 percent disagrees and 26 percent strongly disagrees.

notice is that both units agree on what is the least important index, namely “Strategic Direction & Intent.” MJK rates “Goals & Objectives” and “Vision” as equally important. However, FSK rated “Vision” as the most important index and ranked “Goals & Objectives” as number two. If we compare these results against the circumplex report we find that FSK and MJK score highest on what they rank as least important (“Strategic Direction & Intent”). They score only thirty-four percent on the index they regard as most important (“Vision”).

b. Consistency

Consistency, as you may recall, refers to whether the organization has a system of values and behavior that is concise and integrated. FS scores low on both the “Agreement” and the “Coordination & Integration” indexes (23 and 18 percent), while on the “Core Values” index it scores 66. FS scores relatively high on all the statements on the “Core Values” index, meaning that the mean score is over 3 on all of them (1= strongly disagree and 5 = strongly agree). This does not mean that FS cannot improve on this index; it simply means that it is harder for us to be as specific on this as on some of the indexes under the **Mission** trait.

The lowest scoring statement on the “Agreement” index is, “We often have trouble reaching agreements on key issues;” 34 percent of the employees disagree with the statement and 34 percent are neutral.⁸⁶

“It is easy to coordinate projects across different units in FS” is the lowest scoring statement on the “Coordination & Integration” index. 61 percent of the employees disagree and 29 percent are neutral.⁸⁷

⁸⁶ The source of data is the data collected by FFI. 3 percent strongly agrees to the statement, 30 percent agrees, 34 percent is neutral, 23 percent disagrees and 11 percent strongly disagrees.

⁸⁷ The source of data is the data collected by FFI. 1 percent strongly agrees to the statement, 8 percent agrees, 29 percent is neutral, 39 percent disagrees and 22 percent strongly disagrees.

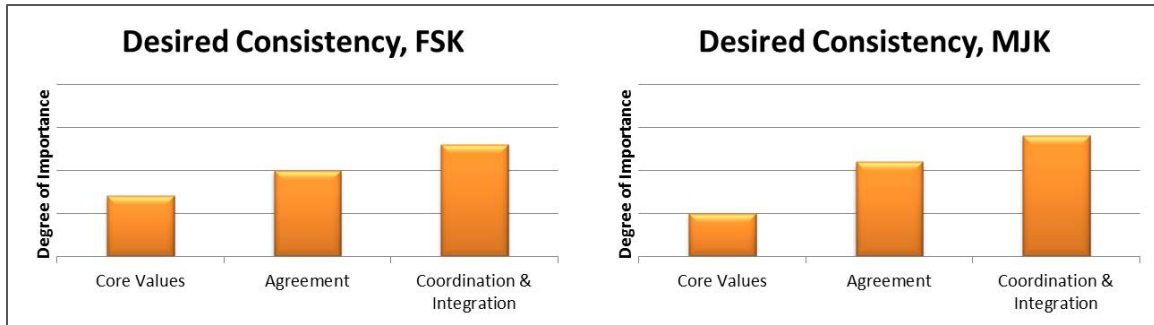


Figure 12. The indexes of the Consistency trait ranked

The same trends we saw regarding the **Mission** trait are present here. What FSK and MJK think is least important (“Core Values”) is where they score the highest (see Figure 12). We also note that both FSK and MJK rank the different indexes the same way.

c. Involvement

FS’s scores are relatively high on the **Involvement** trait, which rates how well the organization empowers and engages its people. FS scores higher than 92 percent of the organizations on “Empowerment,” higher than 85 percent on “Team Orientation,” and higher than 75 percent on “Capability Development.” As a result, this is the trait where FS is the best according to the Denison model. All of the statements related to the **Involvement** trait have a mean score higher than 3; we can therefore say that FS needs to keep up the good work on this trait.

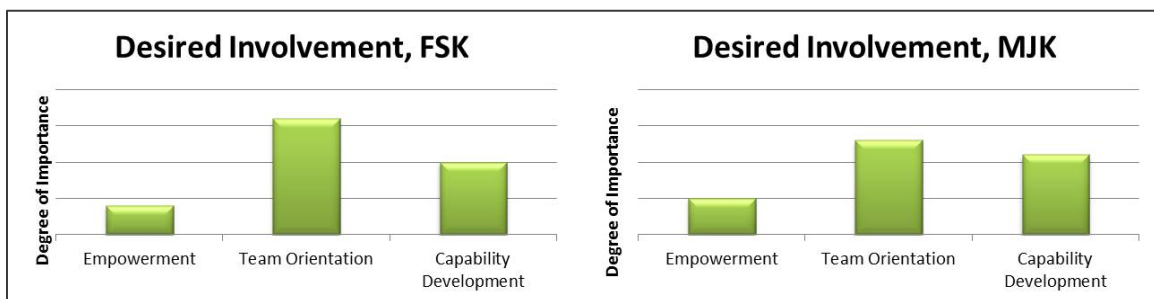


Figure 13. The indexes of the Involvement trait ranked

Both FSK and MJK think that team orientation is the most important index, but the highest score is on the least important index, namely “Empowerment” (see Figure 13).

d. Adaptability

The **Adaptability** trait is the second best trait for FS. As we know by now, **Adaptability** is the degree to which the organization translates environmental demands into action and exhibits the capacity and experience to change its goals and objectives. FS received its single highest score for “Organizational Learning.” On this index FS scores higher than 94 percent of the organizations in Denison’s database.

Interestingly, under the **Adaptability** trait FS also received its single lowest index score. FS only scores higher than 1 percent on “Customer Focus”. All but one of the statements concerning this index have a mean score lower than 3.⁸⁸ In general, we can say that if FS has the goal of listening to, and acting on inputs from, the rest of the Norwegian Armed Forces there is considerable room for improvement. We think that the low score on this index also can be explained by the fact that the Denison Organizational Culture Survey was primarily designed for commercial businesses. Although Denison states that scoring high on all the four traits is similar for all organizations, we think that the “Customer Focus” index is one of the most “commercial.” The term “customer” is seldom used within NORSOFF and, as a result, the participants may have a hard time coping with the statements on this index. Nevertheless, the index clearly indicates that FS is not listening to, and acting on inputs from, the rest of the Norwegian Armed Forces.

⁸⁸ Statements that scores lower than 3 are: “The Norwegian Armed Forces comments and recommendations often lead to change,” “Input from the Norwegian Armed Forces leadership directly influences our decisions,” “All members have a deep understanding of what the Norwegian Armed Forces wants and needs,” and “The interest of the Norwegian Armed Forces often get ignored in our decisions.”

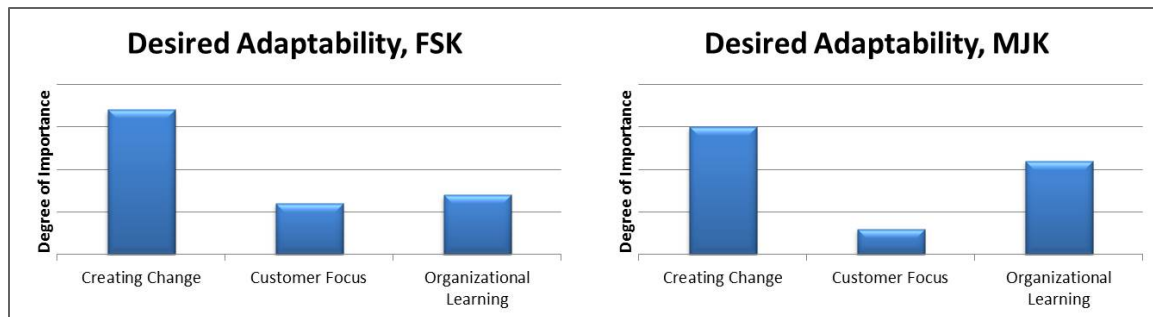


Figure 14. The indexes of the Adaptability trait ranked

On the final index, “Creating Change,” FS scores higher than 63 percent of other organizations. The lowest scoring statement on this index is “Different parts of FS often cooperate to create change.” 50 percent disagree and 38 percent are neutral to this statement.⁸⁹ Employees in both units agree that creating change is the most important index, which has the second best score (see Figure 14).

If we shift our focus toward the four tensions that any organization must deal with, we find that FS scores higher on the flexible traits (**Adaptability** and **Involvement**) than on the stable traits (**Mission** and **Consistency**). It also scores higher on the internal focus traits (**Involvement** and **Consistency**) than on the external focus traits (**Adaptability** and **Mission**). This indicates that FS is a flexible organization that has an internal focus. It also indicates that FS has a low capacity to remain stable over time. The relatively higher diagonal score on external adaptability versus internal consistency indicates that the organization adapts well to the external environment. The model also shows that it is very much a “bottom-up” organization, something the high diagonal score on **Involvement** versus **Mission** indicates.

Most of the thousands of organizations in Denison’s database are commercial businesses. Although Denison claims that all organizations must master the four key traits some of the indexes are geared more toward the commercial market. The only research we have found that uses the Denison Organizational Culture Survey for a SOF

⁸⁹ The source of data is the data collected by FFI. 1 percent strongly agrees to the statement, 11 percent agrees, 38 percent is neutral, 38 percent disagrees and 12 percent strongly disagrees.

organization is in Andy Kraag's Master's thesis from the Naval Postgraduate School.⁹⁰ The Royal Netherlands Marine Corps (NLMAR) decided to combine its two relatively small SOF units into one bigger unit to fulfill the increased demand for SOF operations while dealing with decreasing military budgets in 2009.⁹¹ As in our thesis, Kraag uses the Denison model to examine how NLMARSOF can increase its overall organizational performance. NLMARSOF's circumplex report is shown in Figure 15.

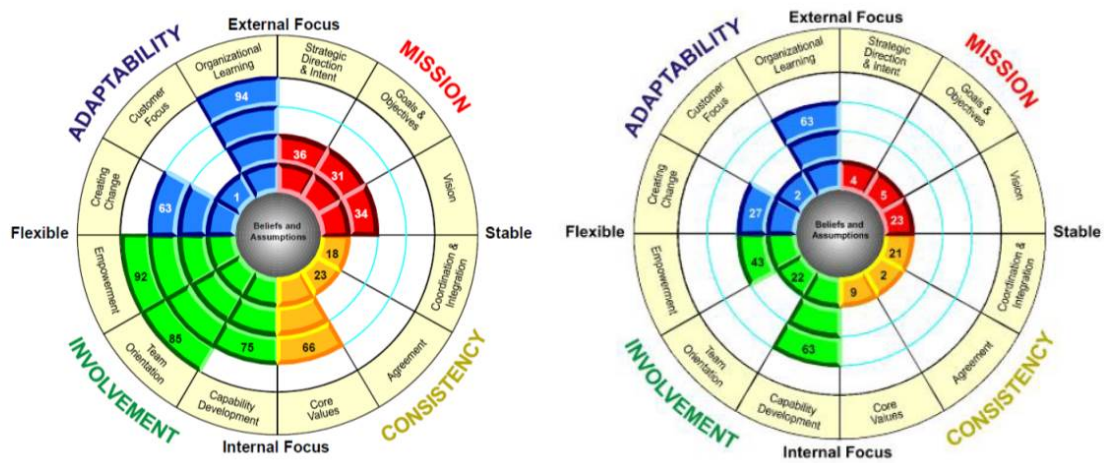


Figure 15. FS compared to NLMARSOF

Comparing the two circumplex reports, FS on the left and NLMARSOF on the right, is interesting in and of itself. We can see that FS scores higher on most of the indexes. The only two indexes on which NLMARSOF has a higher score are “Coordination & Integration” and “Customer Focus.” However, we can see that both organizations score very low on “Customer Focus.” As we mentioned previously, this must be seen in the light of the fact that Denison's method was originally designed for commercial organizations. The “Customer Focus” index is, in our opinion, the index that is the most “commercial.” The “customer” term is not typically used in the SOF realm and we think that the low score can partly be attributed to this. The results from

⁹⁰ Kraag, “Forging Netherlands Maritime Special Operations Forces.”

⁹¹ Andy Kraag, “Combining Special Operations Forces: A Dutch Case Study,” *CTX*, Vol. 2, No. 3, 2012, 5.

NLMARSOFF could also indicate that if we had the opportunity to compare only FS's results to a "Denison-military" database, FS's score would be slightly higher.

To summarize this section of the chapter we can say that if FS wants to increase its overall organizational performance it must reconcile the past, and, according to Denison, do the following:

- Improve the **Mission** trait by: 1) making the organization's strategic direction clearer, 2) attain more widespread agreement about FS's goals, and 3) providing a vision about FS's future
- Improve the **Consistency** trait by: 1) handling key issues better and 2) better coordinating projects between the units
- Keep up the good work regarding **Involvement**
- Improve the **Adaptability** trait by: 1) listening to, and acting on inputs from the rest of the Norwegian Armed Forces, as well as 2) facilitating better cooperation between the units to create change.

C. WHEN CULTURES MEET

*Though no one can go back and make a brand new start, anyone can start from now and make a brand new ending.*⁹²

1. The Multi-Cultural Challenge

Whenever there is a merger, cultures meet. A merger attempts to blend two cultures, without treating one or the other as dominant.⁹³ This is where the multi-cultural challenge comes in: each culture is, from the viewpoint of its members, the "correct" culture; the way that members perceive, feel, and act on events is also the correct way to perceive, feel, and act.⁹⁴ Research conducted on business mergers and acquisitions shows that between 50 and 80 percent fail in the sense that they do not achieve the predicted financial goals.⁹⁵ A lot of research has therefore been done to try to address why this is. There seems to be general agreement that merger failures are due to too little attention having been paid to human factors and, more specifically, to the cultural challenges these

⁹² Carl Bard. He was an American writer and editor, best known for his poetry. He won two Pulitzer Prizes, one for his poetry and another for a biography of Abraham Lincoln.

⁹³ Schein, *The Corporate Culture Survival Guide*, 189.

⁹⁴ Ibid., 189.

⁹⁵ Bang, *Organisasjonskultur*, 35.

mergers generate.⁹⁶ Schein points out that these challenges are often compounded by the fact that the new organization does not have a shared history, and that in almost all of the cases one or the other subunits feels inferior, threatened, angry, or defensive.⁹⁷

After an extensive literature review, Henning Bang concludes that there are two primary factors that are crucial if the process of merging is to succeed:⁹⁸ 1) there needs to be cultural compatibility between the two merging organizations, and 2) the handling of the merging process matters. One of the problems with the process of merging is that culture is typically not considered in the initial phase. Instead, economic, strategic, or political considerations dominate.⁹⁹ In most cases it is assumed that cultural issues can be solved once the new organization is created and is up and running. This brings us to the creation of FS. *Are FSK and MJK compatible?* And how has the process of merging been addressed and handled?

a. *Are FSK and MJK Compatible?*

In the previous section about “the three levels of culture” we concluded that FSK and MJK have many cultural similarities and that there should not, in theory, be any cultural hindrances between them. The purpose of this section is to look at the more practical aspects affecting cooperation between the two units. By analyzing the statistical data collected we can gain insights into what the units think of each other in terms of efficiency on ten specific points. We will also present data that addresses: 1) what the units think about working more together; 2) which agency’s requirements are the most important; 3) whether national or international operations are the more important; 4) the division of labor in terms of domain; 5) interchangeability between the two units; 6) what the units think about how FS is organized today; and 7) whether in the future there should only be one tactical unit with the same capabilities that FSK and MJK possess today.

⁹⁶ Ibid., 36.

⁹⁷ Schein, *The Corporate Culture Survival Guide*, 191.

⁹⁸ Bang, *Organisasjonskultur*, 36.

⁹⁹ Schein, *The Corporate Culture Survival Guide*, 191.

Unit efficiency comparison. In the survey conducted by FFI, the participants were asked to compare the efficiency of the two units on these ten points: 1) resource allocation, 2) innovation, 3) development of new tactics, techniques, and procedures (TTP), 4) group loyalty, 5) unit member satisfaction, 6) the quality of the unit’s operators, 7) the quality of the unit’s staff/support members, 8) the readiness of the unit to conduct its missions, 9) overall organizational performance, and 10) quality of the selection course. The results of the survey are presented in ranked order in Figure 16 (from high to low).¹⁰⁰

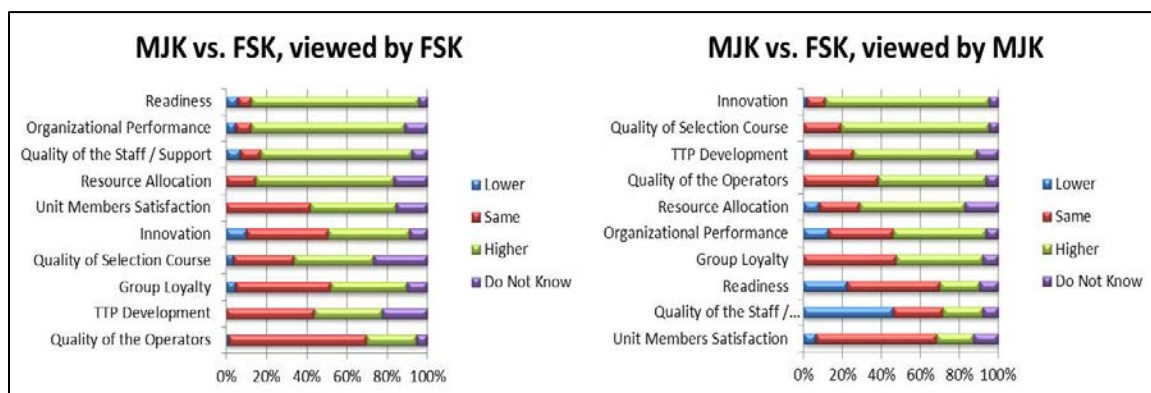


Figure 16. MJK vs. FSK viewed by both FSK and MJK

The table above left shows how employees of FSK think FSK compares to MJK. Members of FSK think they are significantly more efficient on the following four points: readiness, overall organizational performance, the quality of their staff / support, and resource allocation. The Figure also shows that the majority of FSK’s employees think that the quality of operators in both units is the same; this is also the case for TTP development. We can also see that only a small portion of FSK’s employees think that FSK exhibits lower efficiency on some of the ten points.

Employees of MJK think that, compared to their counterparts in FSK, they are significantly more efficient on five points, namely innovation, quality of the selection course, TTP development, quality of the operators, and resource allocation. Most in MJK

¹⁰⁰ The source of data is the data collected by FFI.

think that member satisfaction is the same across both units and, interestingly, they think that the quality of the staff / support is lower in MJK than in FSK.

Cooperation. All the participants were also asked to complete the following sentence: FSK and MJK need to work together _____. Figure 17 shows how members of FSK and MJK responded.¹⁰¹

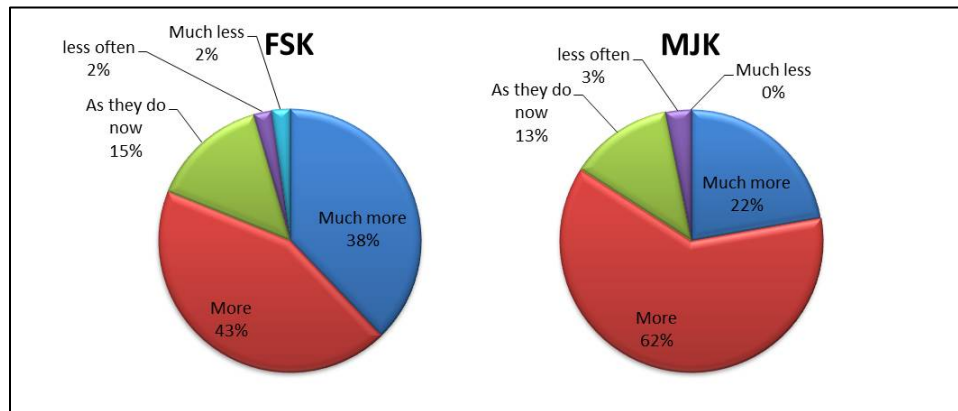


Figure 17. Cooperation between FSK and MJK

As we can see, the majority in both units think that they should work together more (FSK – 81 percent, MJK – 84 percent), and only a small portion think that the units should work together no more or even less than they do now (FSK – 19 percent, MJK – 16 percent).

This is very positive for the future prospect of FS. Each unit wants, in general, to cooperate more with the other unit.

Requirements. FS has many different stakeholders and both units were asked to rank different agencies' requirement(s) in importance from high to low. Figure 18 depicts the survey results.¹⁰²

¹⁰¹ The source of data is the data collected by FFI.

¹⁰² The source of data is the data collected by FFI.

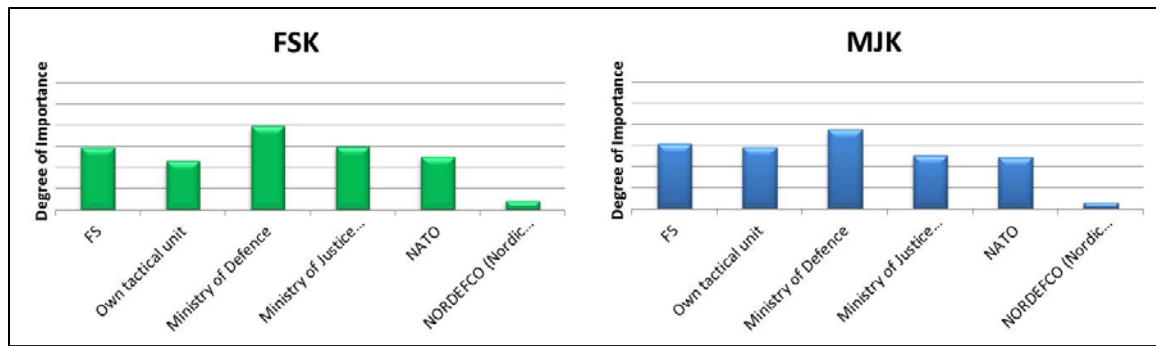


Figure 18. Most important requirements

Both units agree with the fact that the Ministry of Defence's (MOD) requirements are most important, but they disagree on the ranking of the rest except for the Nordic Defence Cooperation (NORDEFCO) which both units put at the bottom. Members of FSK rank supporting the Ministry of Justice and Public Security (MoJ) as second most important. FS is number three, the North Atlantic Treaty Organization (NATO) is number four, and their own unit (FSK) is number five.

Members of MJK rank FS as second, their own unit as third, MoJ as fourth, and NATO as number five. This discrepancy makes sense in the light of the findings discussed in the section on the Denison circumplex report. One of the areas for improvement we identified is a clearer strategic direction for FS. We think that the lack of consensus regarding different agencies' requirements could be fixed with promulgation of a clear strategic direction.

Type of missions. On the question of which types of mission are the most important for FS, the two units answered the following: 82 percent of FSK members think that national operations are more important, the remaining 18 percent think that international operations are more important. In contrast, 54 percent of MJK members think that international operations are more important and the remaining 46 percent think that national operations should take precedence (see Figure 19).¹⁰³

¹⁰³ The source of data is the data collected by FFI.

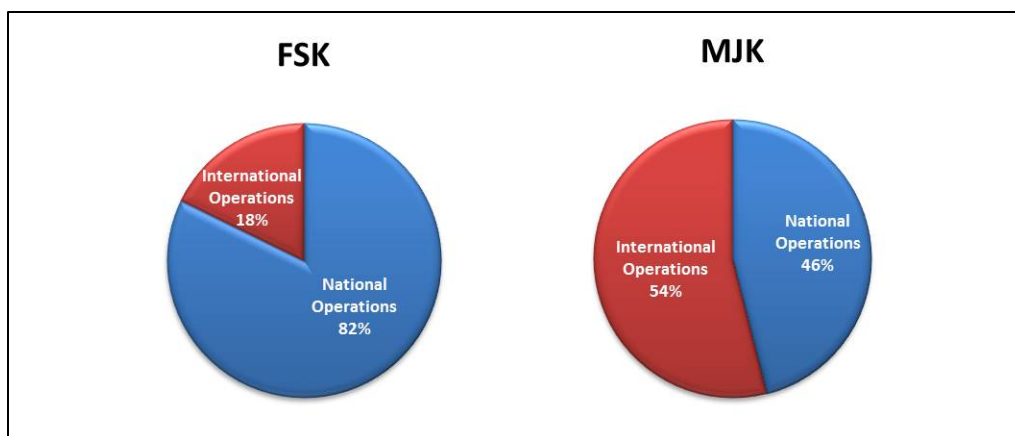


Figure 19. Type of missions

We believe this difference can likewise be explained by the low score on the **Mission** trait. If a certain priority exists within the FS leadership, it must be communicated to the organization.

Division of labor – domain. One of the key issues in the many previous attempts to merge Norway’s SOF units, as described in Chapter Two of this thesis, has been the division of labor. At this point in time both units have the capabilities to work at sea and on land. The participants of the survey were asked what each unit should focus on. The results are presented in Figure 20.¹⁰⁴

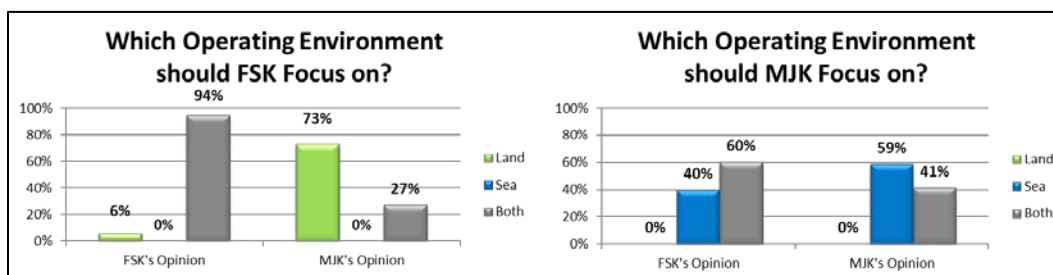


Figure 20. Division of labor – Domain

Tellingly, 94 percent of those in FSK think that FSK members should have the ability to work in both domains, while 73 percent of MJK members think that FSK

¹⁰⁴ The source of data is the data collected by FFI.

should focus exclusively on the land domain. We can also see that 60 percent of FSK members think that MJK should focus on both domains, while 59 percent of MJK members think that MJK should focus on the maritime domain.

Interchangeability. As far as we know there has been little interchangeability between the two units. What we mean by interchangeability is that you can take a person or a team from one of the units and place him / her / them under the control of the other unit. Some attempts have been made to do this. The first deployment to Afghanistan included members from both units and the boat squadrons from the different units have been organized this way multiple times on exercises in Norway.

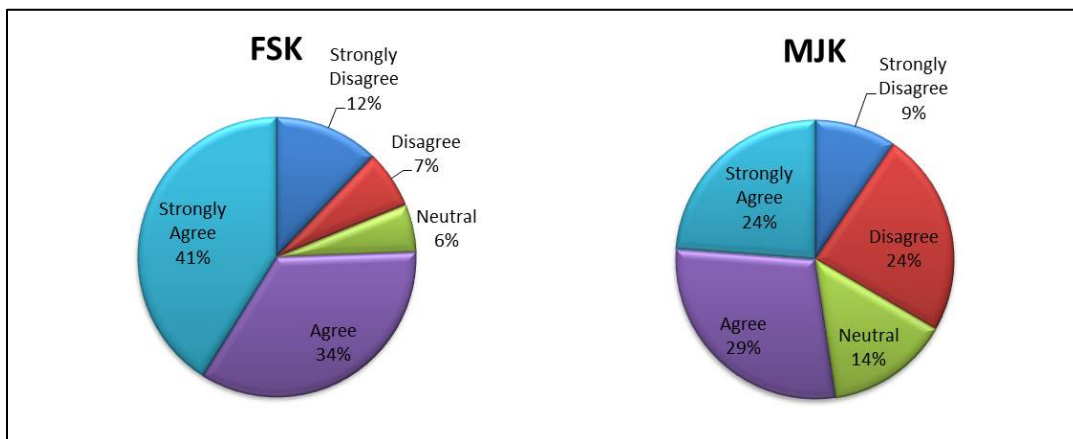


Figure 21. Interchangeability between FSK and MJK

As Figure 21 indicates, most people in FSK think that there should be interchangeability between FSK and MJK (75 percent). In MJK, 53 percent of the employees agree.¹⁰⁵

Interchangeability is a major goal for FS's current Commanding Officer. If we combine the findings here with those regarding cooperation, it seems that the two units do take interchangeability seriously.

¹⁰⁵ The source of data is the data collected by FFI.

FS organization. As noted in Chapter Two, the process of establishing FS was not ideal. How it turned out does not match what was originally intended. This makes the question -Is FS optimally organized today?- especially relevant. 78 percent of those in FSK and 57 percent of those in MJK disagree that FS is optimally organized (see Figure 22).¹⁰⁶

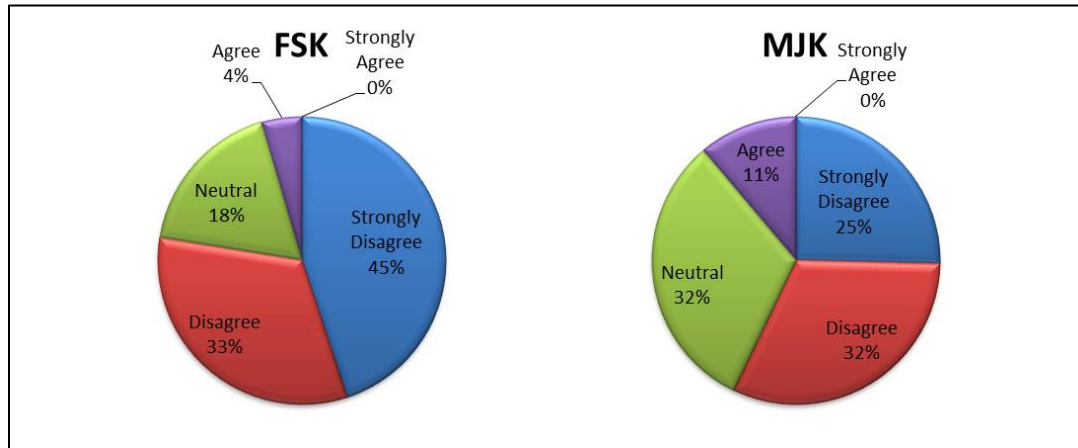


Figure 22. Is FS optimally organized?

Future – one unit? The CHOD’s initial intention was to merge the two tactical units into one. Hence, MJK was to be “acquired” by FSK. Although the new unit was to keep one tactical squadron at Haakonsvern Naval Base, Bergen (MJK’s Southern base in Norway), and one element in Ramsund (the Northern base for MJK), the bulk of the unit was to be moved to Rena, where the main part of FSK is today. This caused a lot of discord and makes the question about a future merger of the two units particularly interesting. The statement the survey used was: “In the future there should be one tactical unit with the same capabilities that FSK and MJK possesses today.”

¹⁰⁶ The source of data is the data collected by FFI.

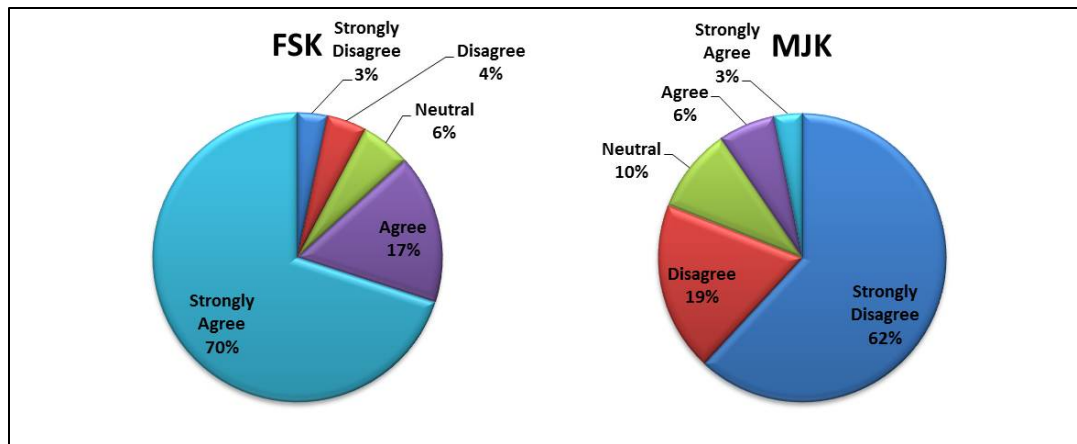


Figure 23. Future – One unit?

The results are shown in Figure 23, and of all the questions in FFI's survey this is the one where the two units diverge the most. 87 percent of FSK's employees agree with the statement, while 79 percent of MJK's employees disagree.¹⁰⁷

b. Merger Strategies

According to the literature on mergers, we should address three factors when we look at how the FS merge is being handled:¹⁰⁸ 1) how fast do employees create a "new" organizational culture, and let go of the phrase "us and them," 2) how just do employees think the process has been, and 3) how well has the organization managed to communicate before, during, and after the merger. These three factors highlight something that is very important if the goal is to form a workable union: namely, has the organization applied an appropriate merger strategy?

Ali R. Malekzadeh and Afsaneh Nahavandi suggest that there are four distinct strategies for merging different organizational cultures.¹⁰⁹ These four strategies are: 1) assimilation, 2) deculturation, 3) integration, and 4) separation (see Table 2).

¹⁰⁷ The source of data is the data collected by FFI.

¹⁰⁸ Bang, *Organisasjonskultur*, 37.

¹⁰⁹ Ali R. Malekzadeh and Afsaneh Nahavandi, "Making Mergers Work by Managing Cultures," *Journal of Business Strategy*, May-June 1990, 55–57.

Merger Strategy	Description	Works best when:
Assimilation	Acquired organization embraces acquiring organization's culture	Acquired organization has a weak culture
Deculturation	Acquired organization imposes its culture on unwilling acquired organization	Rarely works – may be necessary only when acquired organization's culture does not work but employees do not realize it
Integration	Combining two or more cultures into a new composite culture	Existing cultures can be improved
Separation	Merging organizations remain distinct entities with minimal exchange of culture or organizational practices	Entities work in different environments and therefore need different cultures

Table 2. Merger strategies

Assimilation occurs when employees at the acquired organization willingly embrace the cultural values of the acquiring organization. This strategy works best if the acquired organization has a weak, dysfunctional culture whereas the acquiring organization is strong and is aligned well with its surroundings.¹¹⁰

Deculturation. Most assimilation strategies do not work because the employees resist organizational change, particularly when they are asked to throw away personal and cultural values.¹¹¹ Some acquiring organizations try to apply a **deculturation** strategy under these conditions. They try to impose their culture on the acquired organization by visible “force” as they strip away the artifacts and reward systems that support the old culture. People who cannot or will not adapt are often forced out of the organization. This strategy will only work if the acquired organization's culture does not work and the employees do not realize it.

Integration is achieved by taking the best of each culture and combining it into a new culture. This takes time and can be risky because there are many forces that will try to preserve the old cultures.¹¹² **Integration** works best if the existing cultures can be improved and if they are compatible.

¹¹⁰ Malekzadeh and Nahavandi, “Making Mergers Work by Managing Cultures,” 56.

¹¹¹ Ibid., 56.

¹¹² Malekzadeh and Nahavandi, “Making Mergers Work by Managing Cultures,” 56.

The **separation** strategy is all about preserving the two old cultures by keeping two distinct entities within the broader organization.¹¹³ This strategy works best if the two entities work in different environments and therefore need different cultures.

In Chapter II we mentioned the controversy that arose when the future organizational design of NORSOF became known in 2012–2013. The CHOD's initial plan of letting MJK be "acquired" by FSK was not received well by MJK's employees. Most felt that they had been left out of the process and thought that the process was unjust. We think it is fair to say that many in MJK felt that with the CHOD's merger strategy, MJK would cease to exist and its members were to be transferred to FSK. As we have previously noted, MJK's culture is very strong and we think therefore that an assimilation strategy would not have worked.

As RADM Nils Johan Holte underscored in his speech in Oslo on March 31, 2014, both FSK and MJK will continue to cultivate close relations with the two armed services from which each originated. This may indicate that for now a separation strategy has been selected, and that the two units' cultures will live side by side within FS, at least in the near term.

Looking further ahead and based on the research conducted for this thesis, we believe that the preferred strategy for FS should be integration. We are well aware that this process will take time, but if FS can take the best of FSK and the best of MJK the result will eventually be better than if the two cultures "live" side by side.

To summarize this chapter on organizational culture: we began by defining organizational culture and highlighted the importance of paying attention to this in mergers. FS's culture is comprised of the cultures of FSK and MJK. We found that both cultures are functional and that they both are very strong. We also found numerous similarities between the two, enough that there should not be any cultural hindrances between the two units.

We then presented our analysis of FFI's survey data in light of the Denison model. The circumplex report illustrates where FS is today in terms of its culture, and it

¹¹³ Ibid., 56.

highlights where FS must improve if it wants to increase its overall organizational performance. We also highlighted that FS must reconcile the past before it can move forward. In the final portion of the chapter we looked at more practical matters regarding the merger. We found that the FSKs and MJKs cultures are compatible on all issues except for the idea of a future merger of the two tactical units. This led us to our conclusion that the preferred merger strategy for FS should be integration, hence taking the best of both FSK and MJK to create FS's eventual organizational culture.

We have, in other words, tried to describe where FS is today and where it must go if it wants to increase its overall organizational performance. How it is going to get there is the theme of the next chapter, which is about the importance of leadership.

IV. THE IMPORTANCE OF LEADERSHIP

*The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you, and you may not even be aware of the extent to which this is happening.*¹¹⁴

To look more deeply into the importance of, and interconnectivity between, culture and leadership we have divided this chapter into three sections: *why* leadership is important, *how* leadership should be executed, and, finally, *what* leadership tools should be emphasized. This division is inspired by Simon Sinek and his book, *Start With Why*.¹¹⁵ Sinek's cognitive approach will set the baseline for our arguments. We will further draw on supporting literature about leadership, as well as our own NORSOFF experience.

Sinek uses the analogy of the Golden Circle¹¹⁶ to emphasize the importance of working from the inside out. It all starts with the nucleus, the *why*. Consequently, he would argue that it is not sufficient to acknowledge the importance of leadership when it comes to forging the Norwegian Special Forces: you first have to appreciate why leadership is important. Any fuzziness about this will hamper the approach for how leadership should be executed and what tools should be emphasized.¹¹⁷

¹¹⁴ Edgar H. Schein.
http://www.sequent.biz/UserUploads/Consulting%20Services/Cultural_Assessment_SS_05-16-10.pdf,
accessed January 2014.

¹¹⁵ Simon Sinek, *Start With Why* (England, London: Penguin Group, 2009).

¹¹⁶ *Ibid.*, 37–39.

¹¹⁷ Our analysis of why leadership is important, how leadership should be executed, and what leadership tools should be emphasized is derived from Edgar H. Schein's book, *Organizational Culture and Leadership*, part 3–5.

A. WHY LEADERSHIP IS IMPORTANT

*For those who have an open mind for new ideas, who seek to create long-lasting success and who believe that success requires the aid of others, I offer you a challenge. From now on, start with [why].*¹¹⁸

Leadership begins the culture creation process, and is also responsible for changing culture. Leadership plays an initiating role; leadership at every level articulates the rules of social order and the way we interact in the organization. Leadership initiates how to bring a group of people together for some purpose. This “burden” requires that leaders know what we should do. Even if we assume that the Norwegian Special Operation Forces have a relatively non-hierarchical structure, leaders are looked up to for approval of their subordinates’ actions.

Leaders will, in general, be viewed as founders. Hence, they play a significant role in shaping the environment. It is critical for leaders to be good examples: their personal manner of setting an example and their influence emits the culture of their organization.¹¹⁹

The leadership’s impact on organizational culture in general, and in our case in the forging of Norwegian Special Forces, is not a process that should be left to accidental or spontaneous efforts. FS is a Command that has been recently established and it is fair to say that the leadership will be vitally important in defining, and resolving, external adaptation and internal integration challenges alike. Some of these external and internal challenges can be identified through the analysis of FFI’s survey findings. FS is, as mentioned, a new Command, but its elements are mature. The two tactical units, FSK and MJK, each have a long history and their members’ and leaders’ assumptions about beliefs and values, is important to recognize. Leadership in both units and in FSST will determine how to operate internally and externally. Organizational change resulting in creation of new group processes is unavoidable; this, in and of itself, makes leadership execution at all levels tremendously important.

¹¹⁸ Sinek, *Start With Why*, 7.

¹¹⁹ Erik Bertrand Larssen, “Mentalisten” [The Mentalist], *Ledernytt*, February 15, 2014, <http://www.ledernytt.no/mentalisten.5419575-112372.html>, accessed February 18, 2014.

1. Findings

The importance of leaders who “practice what they preach” is especially significant for the way ahead. The majority (73%) of survey respondents indicate that leaders in FS right now possess congruence between what they preach and what they practice. To a lesser degree (49%), respondents indicate that the leadership they see is consistent across the organization. Survey results indicate that members strongly believe that their leaders are very good, as a whole, but the collective leadership does not yet seem to think or act as one (see Figure 24).¹²⁰

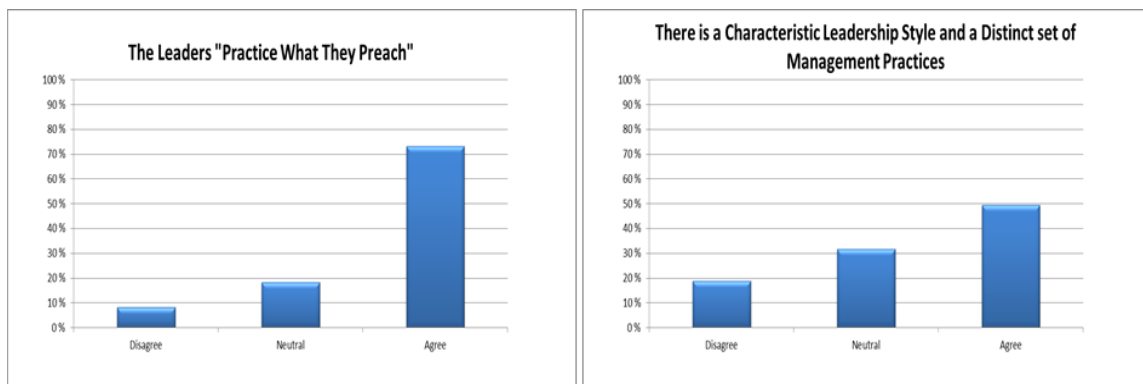


Figure 24. Leaders as role models and distinctive leadership in FS

Figures 25 and 26 depict further some of the issues related to the importance of leadership when it comes to identifying and steering a course for change. Vision, articulated in goals and objectives, is important for managing and changing/adjusting culture. The findings suggest two things: (1) respondents have a generally positive view, but (2) quite a few, and arguably too many, chose the “neutral alternative,” which suggests that they do not care, or do not know, or are unsure.¹²¹

¹²⁰ The source of data is the data collected by FFI.

¹²¹ The source of data is the data collected by FFI.

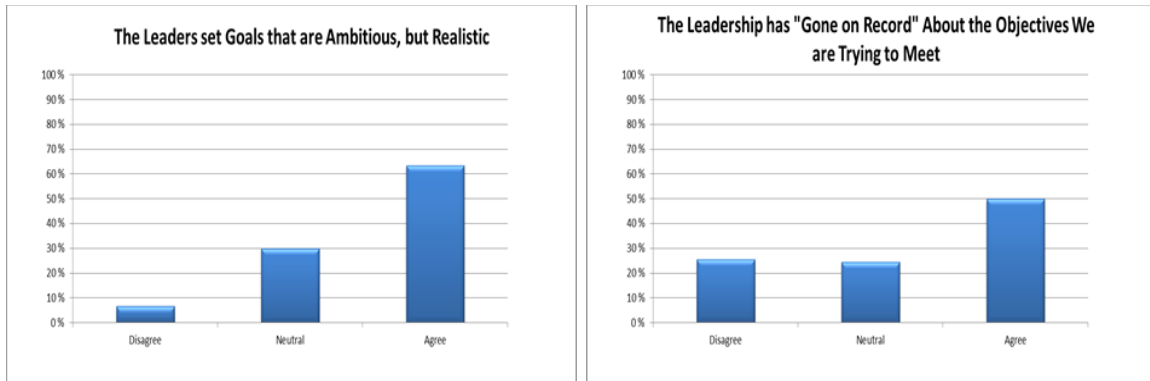


Figure 25. Leaders setting and articulating goals/objectives in FS

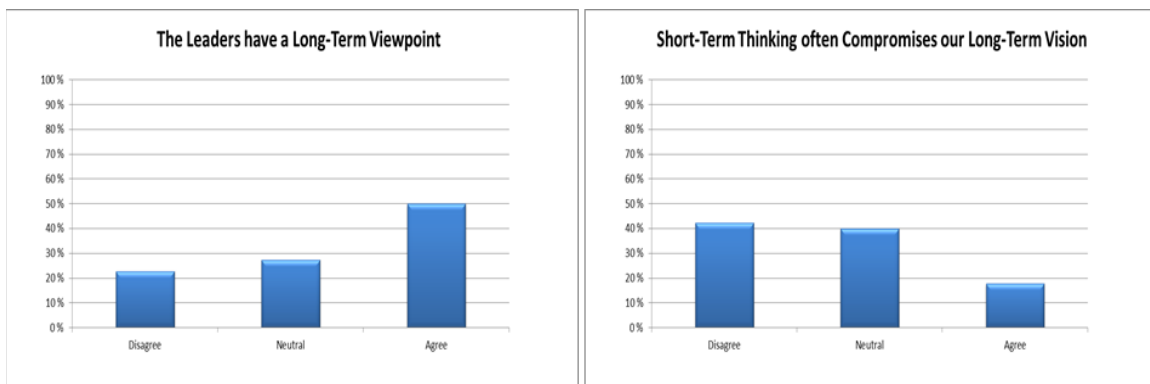


Figure 26. Leaders and vision in FS

The general “indifference” inferred from the respondents’ choices also points to a discrepancy between FSK and MJK. This will not be elaborated on here, but it is worth noting that only 20% in MJK agree that the leadership “has gone on record” about the objectives FS is trying to achieve (compared to 71% in FSK) and only 22% in MJK believe that the FS leadership is engaged in long-term thinking (compared to 69% in FSK). We believe it is difficult to be accurate in speculating about the discrepancies between FSK and MJK for the following reasons:

- The survey questions were intended to ask about the leadership in FS as a whole, not in the respective units: FSK and MJK. Since FS is a newly established joint command, the survey respondents might have answered about leadership based on their experience from their “own” units.
- If, de facto, the discrepancy is as indicated, then there is a difference between FSK and MJK, but we do not have clear evidence of this and we

do not have data to corroborate this inference. Nor do we have conclusive data.

- Any speculation by us will be too subjective.

B. HOW LEADERSHIP SHOULD BE EXECUTED

*The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.*¹²²

The literature on leadership is immense. One estimate is that there exist over 6,000 theories of leadership and it is claimed that while leadership is the most studied field, it is also the least understood. For instance, one study from 2008 revealed over 220 different definitions of leadership.¹²³ How leadership should be executed is a vast and somewhat open question. There might not be a right or wrong answer, and it is fair to say that the answer should depend on the situation. Nevertheless, it is important for leaders to set the tone, communicate, and embody a philosophy that is applicable for ends they define according to the needs of the scenario. To achieve unity and increased efficiency requires a good leader-follower relationship, especially since unleashing the full potential in others is the only way to achieve sustainable collective efficiency.

History offers many examples of great military leaders who excelled in the realms of both conventional and irregular warfare. Leadership in an organizational and/or cultural context might differ from tactical combat command leadership. But even taking into consideration all the diverse situations that leaders might face, it should still be possible to suggest *how* leadership should be executed when it comes to forging the Norwegian Special Operation Forces. Our suggestions do not diverge from official doctrine. Nor are they controversial, in our mind. They instead represent a continuation of adaptive leadership theories. Again, borrowing from Schein:¹²⁴ (1) leaders must understand the organizational culture in order to detect potential incompatibilities; (2)

¹²² Theodore Roosevelt. <http://thoughts.forbes.com/thoughts/executives-theodore-roosevelt-the-best-executive>, accessed December, 2013.

¹²³ Åge Johansen and Stig Lunde, “Ledelsesidealer i Forsvaret” [Leadership Ideals in the Norwegian Armed Forces], *Econas Tidsskrift for økonomi og ledelse*, January 2011, 40–49.

¹²⁴ Schein, *Organizational Culture and Leadership*, 377–379.

leaders must be able to decipher and reveal their and others' assumptions; (3) leaders must be able to communicate potential synergies and incompatibilities in such a way that they make themselves understood by others; and (4) potential cultural issues must be taken seriously.

1. Mission Command

*Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.*¹²⁵

Patton's encapsulation of Mission Command is referenced at the very beginning of the Norwegian Armed Forces' Fundamental View on Leadership.¹²⁶ The document acknowledges the transition from detailed, order-based leadership that aims to avoid uncertainty, to a form of leadership that considers uncertainty as a central element. The Mission Command philosophy represents a concrete expression of this. Nevertheless, the Armed Forces retain their deep roots in the traditional authoritarian military leadership style, even while acknowledging the importance of Mission Command. This co-existence of two seemingly divergent leadership philosophies is significant and needs to be recognized.

Military leaders face different challenges at the strategic level than at the tactical level; awareness of the contextual situation makes a distinction between the two (though they are not mutually exclusive). Given the level at which FS operates, the emphasis in this thesis has been on other than tactical leadership. Hence the focus on Mission Command and its constituent tenets: Communication, Commitment, and Trust (which will be described in more detail in sub-section C).

a. Findings

Decision making at the lowest possible level, delegating authority, personal empowerment, and disciplined initiative and risk-taking are clearly traits that are in play

¹²⁵ George S. Patton. <http://www.generalpatton.com/quotes/index3.html>, accessed December 2013.

¹²⁶ Norwegian Armed Forces', *Forsvarets grunnsyn på ledelse* [Norwegian Armed Forces' Fundamental View on Leadership], Oslo: Norwegian Armed Forces, May 2012).

in FS. Significantly, few respondents disagreed with these characteristics as can be seen in Figure 27.¹²⁷

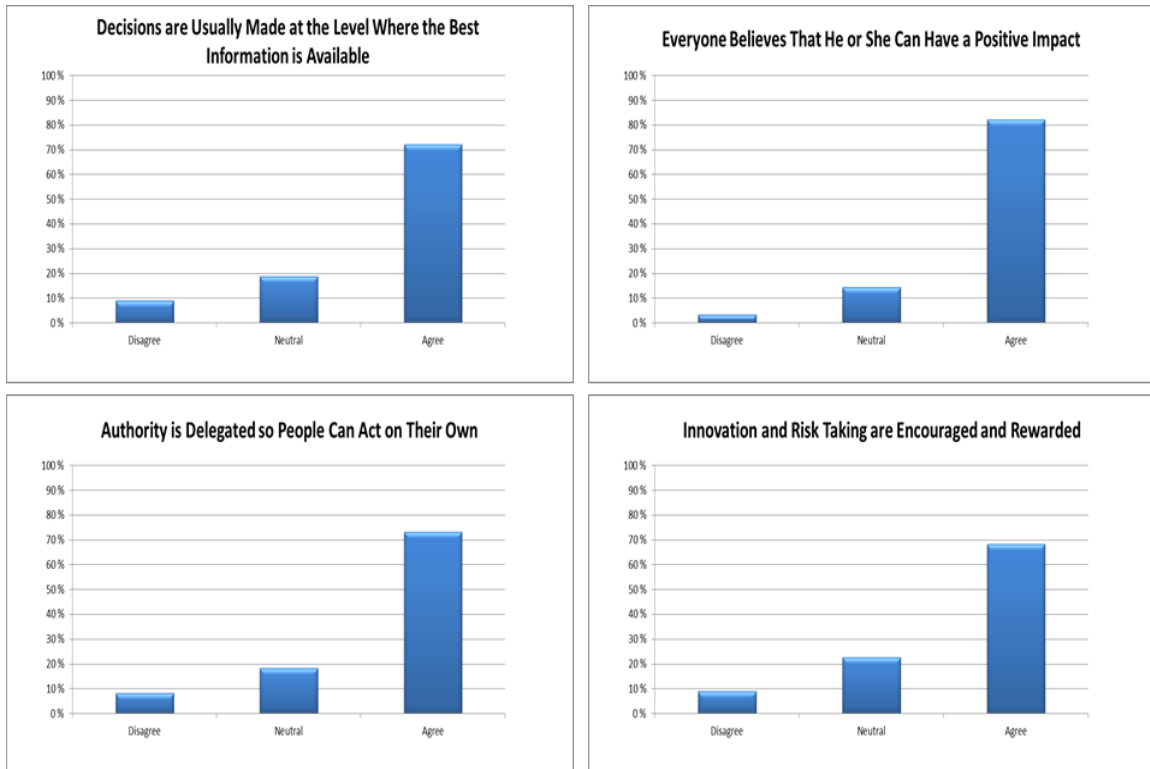


Figure 27. Measured Mission Command in FS

In our analysis/opinion this suggests that personnel at lower levels in FS have truly been placed in a strong position and act on the leadership delegated to them. But, it is interesting to note that, at the same time, there is lower confidence in the leadership's ability to convey objectives and clearly convey a long-term viewpoint (as seen in Figures 24 and 25). The "strong position" of personnel at lower levels is also truer of FSK than MJK, according to respondents. We see the same tendency here as in the results on the importance of leadership: only 52% of personnel in MJK agree that decisions are usually made at the level where the best information is available (vs. 86% in FSK), and only 56% of the personnel in MJK agree that authority is delegated so people can act on their own (vs. 81% in FSK).

¹²⁷ The source of data is the data collected by FFI.

2. Soft Leadership

*Treat a man as he is and he will remain as he is. Treat a man as he can and should be and he will become as he can and should be.*¹²⁸

Professor M.S. Rao coins the term “soft leadership” in his book, *Soft Leadership—Make Others Feel More Important*.¹²⁹ He intends his book as an endeavor to explore soft leadership as a new style of leadership. Yet, he refers to Mahatma Gandhi as the prime example of a leader who truly articulated and embodied this kind of leadership, suggesting that there is nothing new under the sun. Although the *Bass Handbook of Leadership* does not directly include the concept of soft leadership, it nonetheless pre-dates Rao’s book and depicts concepts and models that are similar: most notably in the realm of relation-oriented leadership styles.¹³⁰

We believe outstanding leadership manifests itself primarily among a leader’s followers, and the notion of a cohesive team is significant. Soft leadership has much in common with democratic, charismatic, transformational, and servant leadership styles and relies on emotional intelligence. Soft leadership is, basically, a people-oriented approach; the people are the precious human resource, and they constitute the social capital. A soft touch with people should not, meanwhile, diminish the demand for a real touch when it comes to combat missions, as well as the need for dedication and discipline.

Leadership is responsible for creating an environment where people really do matter. At the same time, leadership that facilitates care-taking within the organization will not fail. As many have noted, leadership is equal parts art and science; if it were all science, wars would be much more predictably fought. Soft leadership requires the right mindset, skill set, and toolset.

¹²⁸ Johann von Goethe. <http://www.aquotes.net/johann-von-goethe/johann-von-goethe-treat-a-man-as-he-is-and-he-will-remain-as-he-is>, accessed December 2013.

¹²⁹ M. S. Roa, *Soft Leadership – Make Others Feel More Important* (New Delhi: Galgotia Publications Pvt. Ltd., 2011).

¹³⁰ Bernard M. Bass, *The Bass Handbook of Leadership, 4th Edition* (New York: Free Press, 2008).

When it comes to the leadership's role in unifying and improving organizational efficiency for the Norwegian Special Operation Forces, it is vital to make use of the softer sides of leadership in order to be able to influence people by providing purpose, direction, and motivation while also operating to accomplish the mission and improving the future organization. Leaders, who unleash the best in people, end up with people who, in return, make those at the top look like geniuses. Leaders and organizations that can best accomplish the difficult task of organizing and motivating the human element should excel.

3. Team Orientation

The bottom line is, when people are crystal clear about the most important priorities of the organization and team they work with and prioritize their work around those top priorities, not only are they many times more productive, they discover they have the time they need to have a whole life.¹³¹

The importance of team orientation in Special Operation Forces should be beyond dispute. Teamwork, in its essence, means you have the temperament for and take pleasure in working in teams. A team consists of a group of people who share the same goals and work together to achieve those goals. Teams in SOF share many of the characteristics with other teams in different contexts. But military teams in general, and Special Operation teams in particular, differ when it comes to the combat environment in which they operate, a context characterized by its life-and-death nature, high level of uncertainty and complexity, and long-term consequences of decisions made and actions taken. Effective teamwork is a critical factor to mission success.¹³² Team orientation should not be limited to combat; a mission extends far beyond the execution of H-hour.¹³³ All SOF missions involve both preparation and post-action analysis. This is one reason team orientation is important even for SOF units' daily routines.

¹³¹ Stephen Covey. <http://www.brainyquote.com/quotes/quotes/s/stephencov450802.html>, accessed December 2013.

¹³² Eduardo Salas, *Team Effectiveness in Complex Organizations* (New York: Taylor & Francis Group, LLC, 2009), 293

¹³³ The time of day at which an attack, landing, or other military operation is scheduled to begin.

a. Findings

As Figure 28 indicates, (1) FS is strongly oriented around team constellations, but (2) the team orientation is weak in the newly established FS itself.¹³⁴ This suggests that the different sub-units, historically, are independently oriented around teams. At the same time, the new “team,” FS, has not yet gained momentum *as* a team. Why it has not cannot be explained from the figures below. Still it is important to recognize the fact that teams are the predominant constellation in both FSK and MJK, and there is skepticism in both when it comes to unbiased team orientation in FS today.

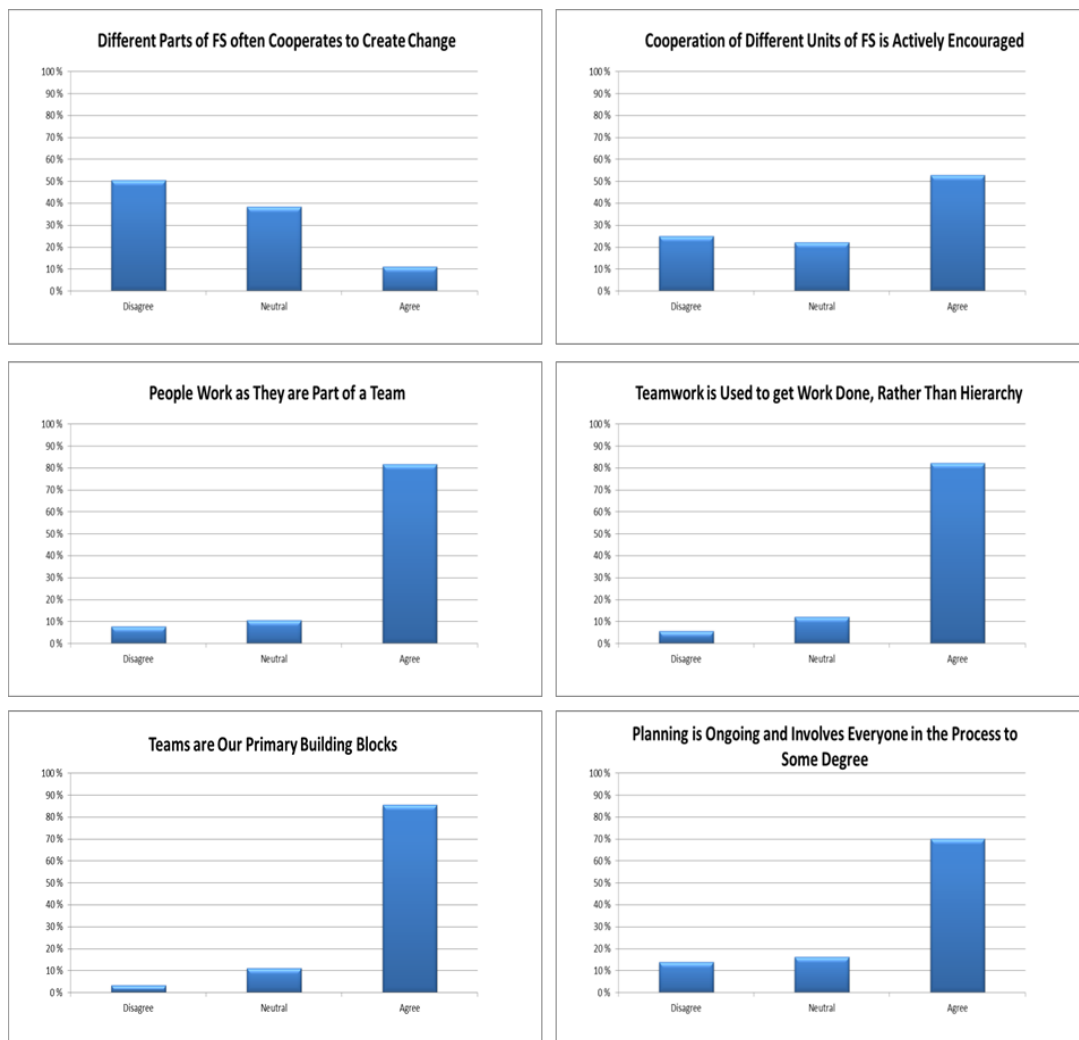


Figure 28. Measured Team Orientation in FS

¹³⁴ The source of data is the data collected by FFI.

It takes time to build a team and establish team cohesion in FS and it might be the most significant task for the joint leadership as it forges a 21st century Norwegian Special Operation Forces. Worth noting is that there are no significant discrepancies between FSK and MJK in this regard. Both tactical units emphasize team orientation to the same strong extent and both are equally skeptical when it comes to the current team orientation within FS as a whole.

If those who fall under the new FS construct believe, as suggested by the findings of the FFI survey, that teams comprise the fundamental building blocks for the entire organization then it is imperative that this holds for the *entire* organization and not just for some selected portions of it. It is also important that teams operate jointly with other teams and as a force multiplier for the greater organizational domain of FS. Teams rely on communication, commitment, and trust. These tenets cannot be restricted to specific teams, but must be adhered to by and for the entire organization.

C. WHICH LEADERSHIP TOOLS SHOULD BE EMPHASIZED

*My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character which inspires confidence.*¹³⁵

Involvement and participation is needed to diagnose what is going on and to figure out what to do. Therefore, we propose a triangle of three significant leadership tools that should be emphasized: commitment, communication, and trust (CCT). We believe that communication should be the way, commitment should be the means, and trust should be the end.

We sorted out a question pool from the 60 questions derived from the Denison questionnaire to measure these three dimensions: Communication (thirteen questions), Commitment (nine questions), and Trust (six questions). Each of these pools was tested for internal consistency by using Chronbach's Alpha formula and they were compared to each other to discern their rank order of importance.¹³⁶

¹³⁵ Field Marshal Bernard Law Montgomery, 1st Viscount Montgomery of Alamein. <http://www.leadershipnow.com/characterquotes.html>, accessed December 2013.

¹³⁶ For further details and denotations see: <http://www.ats.ucla.edu/stat/spss/faq/alpha.html>.

	Trust	Commitment	Communication
Mean	20,60	30,77	39,99
Median	21,00	31,00	40,00
Mode	22,00	32,00	39,00
Range	17,00	25,00	41,00
Minimum	11,00	17,00	20,00
Maximum	28,00	42,00	61,00
Standard Deviation	3,50	4,51	7,24
Variance	4,96	6,72	13,03
Cronbach's Alpha	0,71	0,75	0,81
Number of respondents	Classified	Classified	Classified
Number of questions	6	9	13
Score	69 %	68 %	62 %

Table 3. Descriptive statistics: Consistency testing and scoring of compiled questions regarding CCT

Using Chronbach's Alpha, each pool yielded a reliability coefficient $>.70$, which serves as "acceptable" evidence that the questions measure an underlying (or latent) construct (see Table 3). When scoring the three dimensions, Communication came out with the lowest score. In addition to our contention that Communication is the way, its relatively low score suggests that Communication is the dimension with the greatest potential for improvement. Despite the fact that the scores for Commitment and Trust are not as high as they could or should be ($\leq 69\%$), they are not as low as Communication which is why we will concentrate on Communication more.

1. Communication

*The major mistake in communication is to believe that it happens.*¹³⁷

"Communication" comes from the Latin *communis*, which means common. When we are communicating we are trying to establish a "commonness" with someone.¹³⁸ Communication refers to far more than sharing information; it involves sharing ideas and an attitude. In the same way that a military unit is not stronger, or more efficient, than its

¹³⁷ George Bernard Shaw. http://en.wikiquote.org/wiki/George_Bernard_Shaw, accessed December 2013.

¹³⁸ Wilbur Schramm, "*How Communication Works*" in 53rd Yearbook of the National Society for the Study of Education (Chicago: University of Chicago Press).

weakest link, the same can be said of a “communication society.” If the intended recipient(s) of the information do not receive adequate or clear information; if the message is not decoded fully; if messages are not transmitted quickly and accurately enough; if the message is not decoded in a pattern that corresponds to the encoding; and finally, if the destination is unable to handle the decoded message so as to produce the desired response—then, obviously, the system is working at less than top efficiency.¹³⁹

Communication is a system, and does not just involve spoken or written language. The best way to communicate values and common bonds in FS is through behavior. Personnel need to be in tune; they need to stay in touch; there needs to be trust; there need to be commitments to a common set of conventions, to a shared culture. In forging FS, and in expanding the culture so that it builds on pre-existing history, it is critical to pass along values to new members and, at the same time and given new contexts, reaffirm those values to old hands.¹⁴⁰ This, as Schein points out, is one key to an organization that thrives over time.

Indeed, communication might be the most important skill to master in order to achieve meaningful work and fulfilling relationships. It is the only smooth way to achieve desired ends. Otherwise, when good communication is lacking and signals are crossed, this can lead to dysfunction on and off a team.¹⁴¹ Veiled discussions and guarded comments hamper the development of commitment and trust. Instead, the way should be paved with straight talk¹⁴² and one should encounter only factual communication.

Again, communication involves more than just “delivering words.” It is generally believed that communication consists of *what* we say (words), *how* we say it (tone), and *how* we act (body language). Action alludes to both imminence (action when words are spoken) and to the action that follows (consistency between spoken words and future action). It is important to be congruent when communicating and it is important to appreciate the magnitude of communication as a system—consisting of more than mere

¹³⁹ Wilbur Schramm, “*How Communication Works*,” III-I-2.

¹⁴⁰ Max DePree, *Leadership is an Art* (New York: Dell Publishing, 1989), 101–108.

¹⁴¹ Patrick Lencioni, *The Five Dysfunctions of a Team* (San Francisco: Jossey-Bass, 2002), 188.

¹⁴² Stephen M. R. Covey, *The Speed of Trust* (New York: Free Press, 2006), 136.

words. Thus, it is imperative that FS take responsibility for any failure to communicate effectively. The audience cannot be blamed for poor communication; it is the FS leadership's responsibility to communicate clearly. In addition, messages need to be acted upon in a consistent and believable way, so that words and deeds are congruent.

a. Findings

Figure 29 depicts the result of compiling the thirteen questions regarding Communication. These questions were picked from the original 60 in Denison's questionnaire at our discretion. We modified the original choice from "Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree" to "Agree, Neutral, and Disagree." The immediate takeaway from the figure is that there is a discrepancy between FSK and MJK: in general, MJK possesses significantly less confidence that there is good communication in FS. In addition, one out of three in FS as a whole disagrees or strongly disagrees that there is good communication in the organization, while another third "have no opinion."

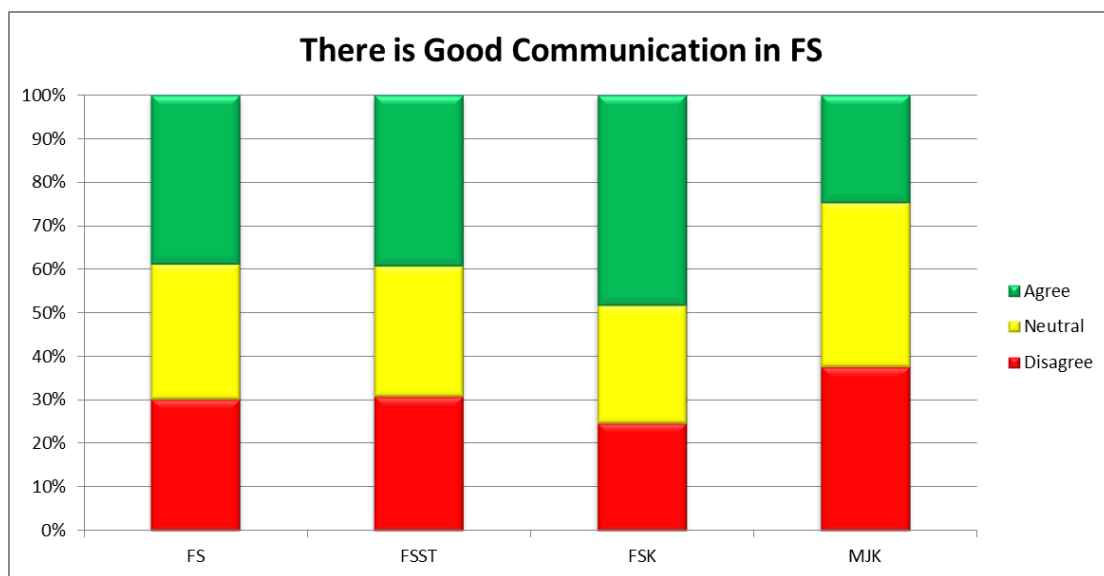


Figure 29. Measured Communication in FS

Both FSK and MJK are units that have very diverse personnel when it comes to age, employee status, selection undergone, and experience. We considered the possibility that Communication differed significantly among some of these demographics. Two

demographics were looked into and frequency analyses were conducted for officers and NCOs for both FSK and MJK.

	FSK		MJK	
	Officers	NCO	Officers	NCO
Disagree	31 %	16 %	42 %	31 %
Neutral	24 %	33 %	34 %	43 %
Agree	46 %	51 %	24 %	27 %

Table 4. Communication in FS, shown with two demographics in respectively FSK and MJK, in reference to figure above

The findings in Table 4 suggest that officers disagree more than NCOs that there is good communication in FS. The reason cannot be deduced from the table. But, given that officers have served longer than NCOs and are typically in leadership positions, it seems significant that they disagree a great deal more with the claim that there is good communication in FS.

In the search to find quantitative answers to *what* should be communicated and to *whom*, we performed a multiple regression analysis. The regression analysis attempts to determine the strength of the relationship between Communication as the dependent variable (denoted by y) and a series of other changing independent variables (denoted x 's). Our thirteen Communication questions were lumped into one single y . In order to properly select the independent variables (x 's) we started off with the Denison model as a whole. Within the four traits in the model (**Mission**, **Adaptability**, **Involvement**, and **Consistency**), the respondents were asked to prioritize, hence their answer would point to the most important element within the respective traits they regarded as most important for the forging of Norwegian Special Operation Forces. The following emerged:

- The aspect of "Vision" within the **Mission** trait
- The dimension of "Creating Change" within the **Adaptability** trait
- The characteristic of "Team Orientation" within the **Involvement** trait
- The factor of "Coordination & Integration" within the **Consistency** trait

A separate regression analysis was conducted for Communication and each prioritized element within the respective four traits (four regression analyses). Questions that were used in the “lumping” to create the y (Communication) were eliminated when creating the x ’s. This was done to reduce multicollinearity and avoid using the same question both as the dependent and independent variable. All demographics were used in the analysis. For the first step of the analysis, we eliminated those independent variables that had $P\text{-value} > .5$. Secondly, we eliminated the independent variables one by one until the remaining independent variables met the criteria of $P\text{-value} < .05$. In addition, the Significance-F value was acceptably low.

After the respective regression analyses were conducted, the two demographics and ten questions that met the criteria were kept and used in a new regression analysis. After doing multiple regression analyses, we ended up with no demographics and six questions as the independent variables that explained the variance in the dependent variable (Communication). The Significance-F value was acceptably low ($1.1E-35$) and all $P\text{-values} > .05$. R^2 returned with a value of .64, meaning that the majority (64%) of challenges within Communication can be explained by the chosen six independent variables.

From the analysis, we can deduce that the following is imperative to communicate, in ranked order:

- The **vision** for FS needs to be articulated in a way that is understandable for all employees and in a way that makes it recognizable and tangible enough to create a sense of commitment and create an understandable framework for contribution.
- The **goals** for FS need to be articulated in a way that is understandable for all employees and in a way that it is recognizable and tangible enough to create commitment and a feeling of contribution.
- The way FS works has to be **consistent and predictable**. This does not mean that FS has to be “conventional,” but it means that the units within FS need to feel that they will be heard, that they are important, and that they will be involved in decision making and can trust their superiors. It also means that there will be no room for biases or discrimination between units.

- FS needs to be **innovative**. New and better ways to work need to be implemented incrementally. Innovation needs to be encouraged, appreciated, and accepted regardless of individuals' unit affiliation.
- FS needs to encourage **cooperation**. The cooperation needs to be unbiased and should primarily be directed toward cooperation between the respective units in FS.
- **Short-term solutions** cannot impede FS's **long-term-strategy**.

The regression analysis eliminated all demographics. This suggests that there is no correlation, or a statistically insignificant correlation, between unit affiliation, age, employee status etc. and Communication as a dependent variable. Nevertheless, we note that Figure 29 and Table 4 suggest a discrepancy in opinion exists between FSK and MJK when it comes to the question of whether there is good communication in FS. Given the findings depicted in Figure 29 along with the regression analysis it might be fair to state that the recommendation about Communication noted above needs to be communicated clearly to:

- Personnel in FS as a whole, with a
- Special emphasis on personnel affiliated with MJK, and a
- Special emphasis on officers in both FSK and MJK

2. Commitment

*It is not who is right and wrong but what is right and wrong matters while resolving conflicts.*¹⁴³

Commitment can be examined through a variety of facets, centering on the individual or the group. When it comes to groups, it is important to distinguish commitment from cohesion. For instance, one can be committed, and cohesive, around a task, but also when it comes to relations. For the purpose of this thesis it is important to note that commitment does not equate to obedience or conformity, both of which can lead to cohesion that is too strong, resulting in such things as groupthink, anchoring, social proof, or deduction which foster biases and other cognitive traps. At the same time, we do

¹⁴³ Professor M.S. Rao, *Soft Leadership – Make Others Feel More Important*, 63

not believe commitment that is too strong is sufficient to hamper efficiency or the quality of performance.

Commitment can be achieved in two ways: (1) commitment to the leadership and its significance, and (2) commitment to the tasks and constellations of relations, both imminent and for the future. A similar two-sided formulation of commitment is also found in William H. McRaven's theory of special operations.¹⁴⁴ Commitment falls under his principle of purpose. We believe it is accurate to say that McRaven's principle of purpose is the only one of his six principles (Simplicity, Security, Repetition, Surprise, Speed, and Purpose) which can be utilized from the tactical to the strategic level when it comes to influencing success of future tasks.¹⁴⁵

Another way to think about commitment is as a function of two things: clarity and buy-in.¹⁴⁶ Simply put, clarity results from good communication and buy-in tells us that commitment is far more than a word: it is an act.¹⁴⁷ This suggests that, in its forging process, FS needs to pay attention to key aspects of its constituent units' histories and give their members the opportunity to share opinions and perspectives. By tapping into the collective wisdom of the entire group, the organization can begin to confidently commit to the unifying process of gaining organizational efficiency. The significance of commitment, absolutely applicable to FS, is neatly described by the following:

When an executive team fails to achieve [commitment] from all team members, even if the discrepancies that exist seem relatively small, employees who report to those executives will inevitably clash when they try to interpret marching orders that are not clearly aligned with those of colleagues in other departments. Like a vortex, small gaps between executives high up in an organization become major discrepancies by the time they reach employees below.¹⁴⁸

¹⁴⁴ William H. McRaven, *SPEC OPS – Case Study in Special Operations Warfare: Theory and Practice* (Novato, CA: Presidio Press, 1995), 21–23

¹⁴⁵ Geir Egil Kalkvik, "Intensjonsformidling – nøkkelen til militære spesialoperasjoners suksess?" [Purpose – The Key to Success in Special Operations?] (Thesis, University in Bergen, Norway, 2006).

¹⁴⁶ Lencioni, *The Five Dysfunctions of a Team*, 207–212.

¹⁴⁷ Jean-Paul Sartre. <http://philosiblog.com/2012/06/21/commitment-is-an-act-not-a-word>, accessed December 2013

¹⁴⁸ Lencioni, *The Five Dysfunctions of a Team*, 209.

a. Findings

Figure 30 depicts the result of a compilation of the nine questions regarding commitment. The questions measured were picked from the original 60 from Denison’s questionnaire at our discretion. As before, we simplified from the five categories of “Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree” to the three shown in the figure. The immediate takeaway from the figure is the discrepancy that lies between FSK and MJK: in general, MJK signals significantly less confidence that there is commitment in FS.

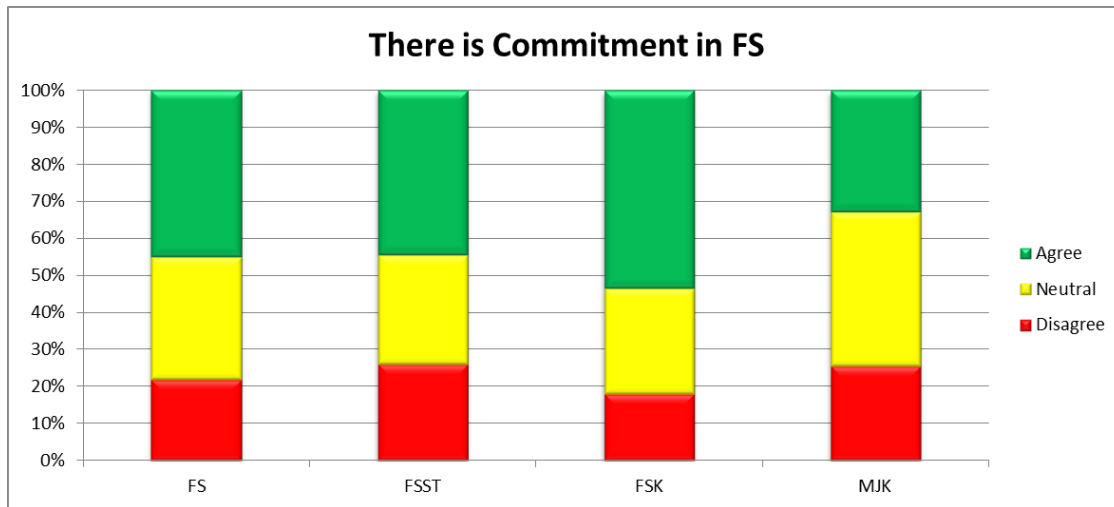


Figure 30. Measured Commitment in FS

As before, we looked into the possibility that Commitment depended on the employee status in both FSK and MJK:

	FSK		MJK	
	Officers	NCO	Officers	NCO
Disagree	23 %	10 %	29 %	19 %
Neutral	27 %	31 %	39 %	45 %
Agree	50 %	60 %	32 %	36 %

Table 5. Commitment in FS, shown with two demographics in respectively FSK and MJK, in reference to Figure above

Again, the findings suggest that officers disagree more than NCOs regarding the notion that there is commitment in FS (see Table 5).

3. Trust

*[Your Men], when rightly and fully trusted, will return the trust.*¹⁴⁹

According to Stephen M. R. Covey, trust consists of two parts: character and competence.¹⁵⁰ Trust is not a stand-alone trait; it depends on, and is a prerequisite for, communication (the way) and commitment (the means). Trust must be earned and it must be extended to others. Trust is like an aquifer; it is the foundation and the feeder for efficiency and it ensures that there are no hidden agendas, personal agendas, interpersonal conflicts, rivalries, or defensive and protective communication.

Trust, meaning confidence, is crucial to FS' forging process. FS needs to establish trust in all five waves described by Covey¹⁵¹:

(1) Each member must trust himself, and his ability to set and achieve goals and to keep commitments.

(2) Commitment is best achieved through consistent behavior and requires acts, not only words. It is vital to establish trust with others in a relation-oriented leadership domain.

(3) Members being able to place trust in the newly established FS is key. Members need to be aligned with the forging process when it comes to structures, systems, and innovation to ensure enhanced organizational efficiency.

(4) Reputation is important for FS. Norwegian Special Operation Forces' most turbulent year cannot be allowed to taint the future. FS's brand must be articulated and trusted by the society it serves and the decision makers for whom it provides capabilities.

¹⁴⁹ Abraham Lincoln. <http://www.inspirationalstories.com/quotes/abraham-lincoln-the-people-when-rightly-and-fully-trusted>, accessed December 2013.

¹⁵⁰ Covey, *The Speed of Trust*, 30.

¹⁵¹ Ibid., 34–35.

(5) Reputation matters. A sufficiently open organization, that demonstrates respect for operational security, will earn the trust of its constituencies. In return, FS will be trusted for both its organizational character and competence and its members' character and competence.

Trust lies at the heart of a functioning, cohesive team. Fundamental to smooth functioning is being willing to be open and honest without worrying that what you say can be used against you. As previously described, a soft leadership domain fosters a positive atmosphere in which people will speak their minds without concerns about the need for self-protection. As a result, the organization can focus its energy and attention on mission-related issues rather than being caught up in cognitive traps.¹⁵² The costs can be inordinate; too much time will end up being wasted on managing behaviors and interactions within the organization. This inward approach vs. an outward one is nicely depicted in the book *Leaders Eat Last* by Simon Sinek.¹⁵³ He labels this the circle of safety, and references Aesop from the sixth century B.C.:

A lion used to prowl about a field in which Four Oxen used to dwell. Many times he tried to attack them; but whenever he came near they turned their tails to one another, so that whichever way he approached them he was met by the horns of one of them. At last, however, they fell quarreling among themselves, and each went off to pasture alone in a separate corner of the field. Then the Lion attacked one by one and soon made an end of all four.

Establishing, maintaining, and improving the circle of safety can yield striking results for an organization. The feeling of belonging, straightforward communication, and commitment to a task all enhance trust, cooperation, and problem solving. Trust within the organization sets a culture free from internal rifts so that it can concentrate on its mission. If members in FS have to contend with dangers from within, in addition to those found in the 21st century battlespace, they will become less able to accomplish the missions assigned them. This would negate the effort made to strive for organizational efficiency through the forging process.

¹⁵² Zachary Shore, *Blunder – Why Smart People Make Bad Decisions* (New York: Bloomsbury, 2008)

¹⁵³ Simon Sinek, *Leaders Eat Last* (New York: Penguin Group, 2014), 20.

a. Findings

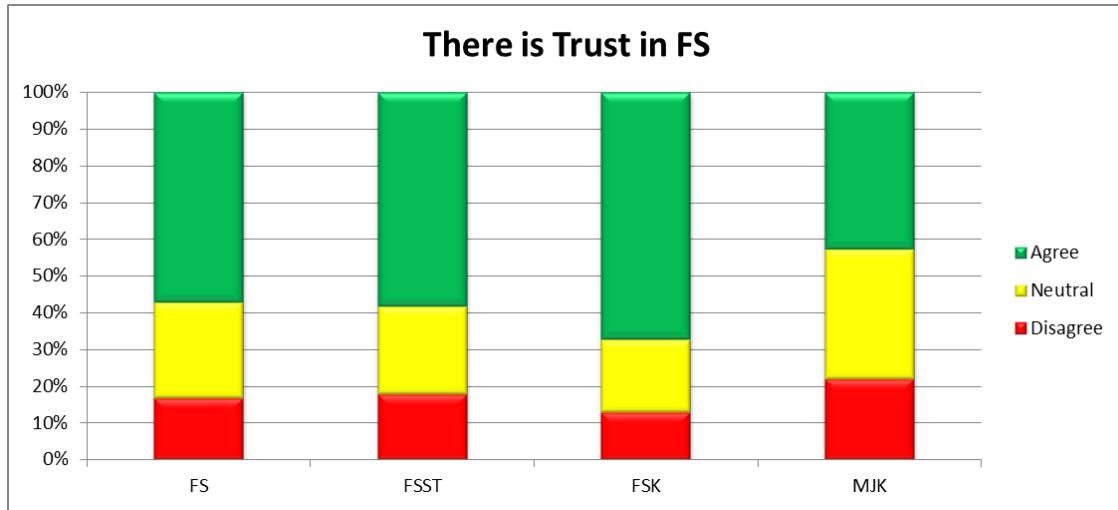


Figure 31. Measured Trust in FS

Perhaps not surprisingly, Figure 31 depicts results similar to those found for Communication and Commitment.

	FSK		MJK	
	Officers	NCO	Officers	NCO
Disagree	16 %	8 %	24 %	19 %
Neutral	16 %	26 %	35 %	35 %
Agree	68 %	66 %	41 %	45 %

Table 6. Trust in FS, shown with two demographics in FSK and MJK respectively, in reference to Figure above

We applied the same methods as for Communication and Commitment. Yet, in this case what we see is a smaller discrepancy between officers and NCOs in both FSK and MJK (see Table 6). But still, there is a difference in responses between FSK and MJK. MJK members have less confidence that there is sufficient trust in FS, and (as before) officers are less confident than NCOs.

V. CONCLUSION AND FUTURE STUDIES

*A merger is hard to pull off under any circumstances. It's harder when everybody is against you.*¹⁵⁴

The purpose of this thesis has been to assist the newly established command, *Forsvarets Spesialstyrker* (FS), in its forging process. FS consists of an overarching joint staff, *Forsvarets Spesialstyrker Stab* (FSST), and the two Norwegian Special Operations commands, *Forsvarets Spesialkommando* (FSK), and *Marinejegerkommandoen* (MJK). We have tried to assist FS by doing research into how it could improve its organizational efficiency, in addition to how the organization could be better unified.

In addition to the existing literature, our research relied heavily on the statistical data to which we were given access by the Norwegian Defence Research Establishment (Forsvarets Forskningsinstitutt, FFI). Our analysis has mainly consisted of frequency analysis, but we also utilized regression analysis in order to answer our research question.

We began the thesis with an overview of the history of the Norwegian Special Operations Forces (NORSOF). We traced its legacy back to the World War II era with *Kompani Linge* and *Shetlandsgjengen* before we looked at the establishment of FSK as an organization, which can be traced back to 1962 when *Hærens fallskjermjegerskole* [The Army's Paratrooper School] was established. Events in the late 1970s led to the creation of FSK, a unit in *Hærens Jegerskole* (HJS) [The Army's Ranger School]. FSK's primary role was to support the police in the defense of the many offshore installations in the North Sea; it consisted of specially trained paratroopers. HJS received praise for the work it did throughout the 1990s in the Balkans, and in 1997 it changed its name to *Hærens Jegerkommando* (HJK) to communicate that the unit was no longer a school institution, but a special unit on standby for both national and international missions. The

¹⁵⁴ Carly Fiorina. http://money.cnn.com/2007/10/23/news/newsmakers/fiorina_hp.fortune/?postversion=2007102407, accessed December 2013.

unit has been deployed multiple times to Afghanistan and in 2013 it changed its name to *Forsvarets Spesialkommando* (FSK).

We next examined MJK's history: Based on its WWII experiences, the Royal Norwegian Navy decided to establish a frogman unit in the winter of 1951-1952. Frogman units during the war proved to be an effective tool and the intent was that Norwegian frogmen should be able to conduct underwater sabotage, beach reconnaissance, and mine clearance operations. The complex nature of these operations led to a split in 1968 when the unit was divided in two: an offensive element consisting of *Marinejegere* (MJ) and a defensive element consisting of *Minedykkere*. The offensive element was initially given the name *Marinejegerlaget* (MJL), but in 1992 it changed its name to *Marinejegerkommandoen* (MJK), which it still holds today. As with FSK, the unit has been deployed multiple times to Afghanistan. MJK has also been deployed twice to the Gulf of Aden.

Following our review of each unit's history, we looked at the many recurring attempts to merge the two units. We found that, since the 1970's, these attempts have been initiated by both the Army and the Navy, with divergent approaches reflecting different reasoning and assessments. In this part of the thesis we focused especially on the events of the last fifteen years. In these years FSK and MJK competed for tasks and operational legitimacy most of the time when they deployed to the same area they did so separately and successively. As a consequence, we suggested that the relationship between the two units had not been healthy or efficient. Small wonder that when the future organizational design for NORSOFF was publicly highlighted in 2012-2013, members of both units reacted strongly.

Although the Chief of Defence (CHOD) recommended keeping one tactical squadron from MJK in Bergen and an element in Ramsund, under the planned design MJK as an organization would cease to exist. The remaining parts of MJK would be moved to Rena and assimilated into FSK. This recommendation led to some very rough months for NORSOFF. The Armed Forces leadership, with the CHOD being the lightning

rod, was scrutinized and deliberately put on the spot for an absence of leadership skills and for lacking a holistic, unbiased approach regarding the future organization of NORSOFF, whose ends, ways, and means were not in alignment with governing political guidelines. After months of lobbying and meetings, the Minister of Defence made the decision to pull FSK and MJK out of their respective services (Army and Navy) and joined them together under a newly established command, Forsvarets Spesialstyrker (FS).

In Chapter Two we then shifted our focus to organizational culture. We used the work of Edgar Schein to define and operationalize the concept. One of his suggestions is that culture can be developed in any group as long as the following three conditions are met: (1) the group has been together long enough to have shared significant problems, (2) the group has had opportunities to solve these problems and to observe the effects of its solutions, and (3) the group has taken in new members and passed on these solutions. Since FS has only existed since January 1, 2014, it has not met these conditions. We thus concluded that, for the time being, FS's organizational culture is comprised of the organizational cultures of both FSK and MJK. Statistical data support this conclusion.

We followed this theoretical discussion with a look at the functionality and strength of FSK's and MJK's respective cultures. FSK and MJK share a *macroculture* (Norway), an *organizational culture* (the Armed Forces), and parts of two *subcultures* (the Navy and the Army). These findings led us to the conclusion that both units share many similarities and, in theory, there should be no cultural hindrances between them.

To answer our research question and address how FS can improve its organizational efficiency, we turned to the Denison model for help.

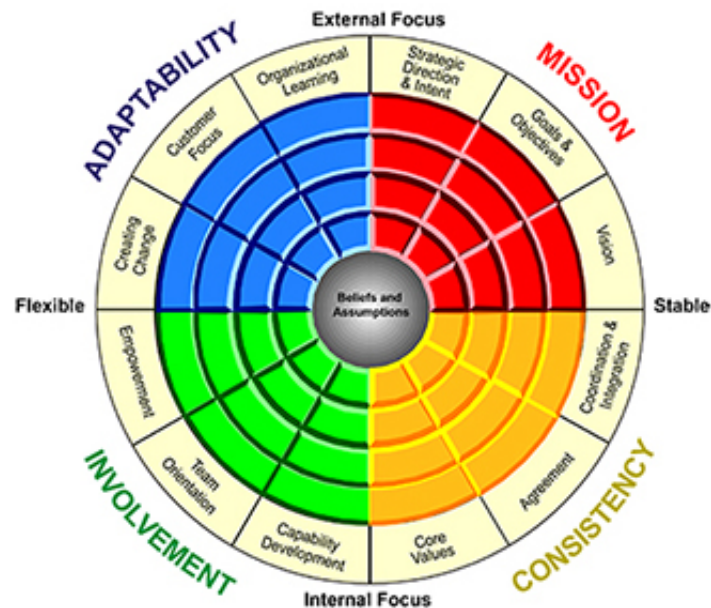


Figure 32. The Denison Model

As you can see in Figure 32 we find *Beliefs and Assumptions* in the center of the model. We related this to Schein’s three levels of culture. The Denison model does not set out to measure Schein’s “deeper” levels; it is a tool only meant to measure the aspects of culture that are related to performance. Denison’s empirical research has shown that high performing organizations have high cultural scores in the four traits of **Mission**, **Consistency**, **Involvement**, and **Adaptability**. In addition to the four traits, the model highlights the two challenges all organizations must deal with at the same time: external adaptation and internal integration. The model also highlights the four tensions that every organization must deal with: the trade-off between focusing internally and externally, and the trade-off between stability and flexibility.

By using FS’s circumplex report (see Figure 33) we found that FS scores higher on the flexible traits (**Adaptability** and **Involvement**) than on the stable traits (**Mission** and **Consistency**). It also scores higher on the internal focus traits (**Involvement** and **Consistency**) than on the external focus traits (**Adaptability** and **Mission**). This indicates that FS is a flexible organization that has an internal focus. It also indicates that FS has a

low capacity to remain stable over time. The relatively higher diagonal score on external adaptability versus internal consistency indicates that the organization adapts well to the external environment and it shows that FS is very much a “bottom-up” organization, something the high diagonal score on **Involvement** versus **Mission** indicates.

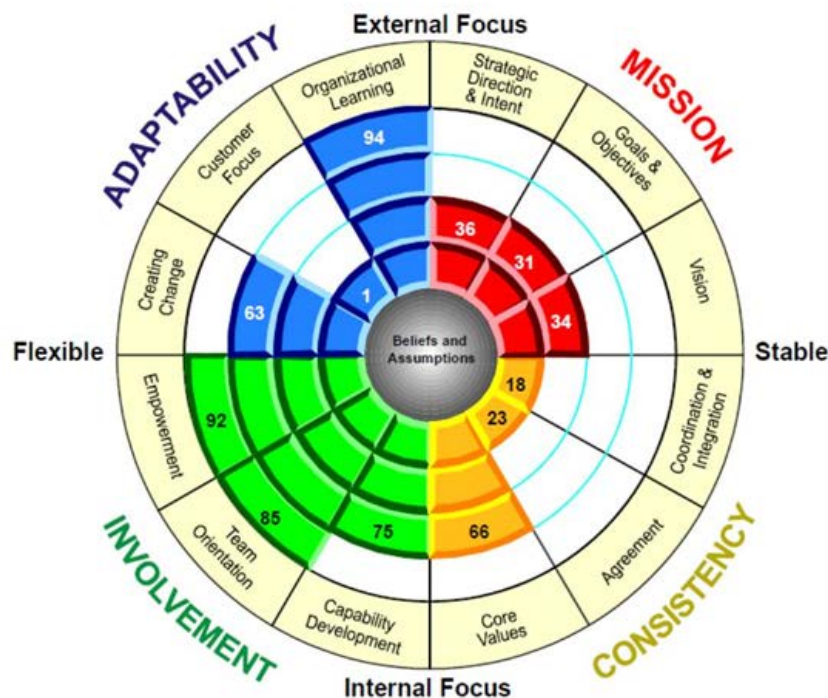


Figure 33. Circumplex report Forsvarets Spesialstyrker

We also used the FS’s circumplex report to find out how FS could improve its overall organizational performance. We found that if FS wants to increase its overall organizational performance it must, according to Denison, do the following:

- Improve the **Mission** trait by: 1) making the organization’s strategic direction clearer, 2) attain more widespread agreement about FS’s goals, and 3) providing a vision about FS’s future
- Improve the **Consistency** trait by: 1) handling key issues better and 2) better coordinating projects between the units
- Keep up the good work regarding **Involvement**
- Improve the **Adaptability** trait by: 1) listening to, and acting on inputs from the rest of the Norwegian Armed Forces, as well as 2) facilitating better cooperation between the units to create change.

In the last section of Chapter II we turned our focus toward the merger process. We found that there seems to be an agreement among researchers that merger failures occur due to too little attention having been paid to human factors and, more specifically, to the cultural challenges these mergers generate. We used Henning Bang's conclusion that there are two primary factors that are crucial if the process of merging is to succeed: 1) there needs to be cultural compatibility between the two merging organizations, and 2) the handling of the merging process matters. That led us to consider whether FSK and MJK are compatible, and how the process of merging had been addressed and handled. Of note: Our conclusion is that the two cultures are, in fact compatible, on all of the issues we analyzed except for the idea of a future merger of the two tactical units.

The final thing we did in this chapter before we turned to the challenges of unification was to look at the handling of the merger process, which in turn led us to look at merge strategies depicted in the literature. In the light of these strategies, we found that the CHOD's initial plan to assimilate MJK into FSK would not have worked; MJK's culture is too strong. In Oslo on March 31, 2014, FS's Commanding Officer, Rear Admiral Nils Johan Holte, noted that both FSK and MJK should continue to cultivate close relations with the two armed services from which each originated. We think that this indicates that the current strategy, deliberate or not, is to keep the units separate. Consequently, for now the two units' cultures will live side by side within FS. We think that the preferred merger strategy for FS over time should be integration, taking the best of both FSK and MJK to create FS's organizational culture. We are well aware that this process cannot be forced, but with careful leadership and FS's facilitation, the result will eventually be better than if the two "live" side by side.

To look more deeply into the importance of, and interconnectivity between, culture and leadership in the forging process of FS, we divided our leadership chapter into three sections: *why* leadership is important, *how* leadership should be executed, and, finally, *which* leadership tools should be emphasized.

Leadership is important because it begins the culture creation process and it is also responsible for changing culture. Leadership plays an initiating role. Hence, leadership at every level articulates the rules of social order and the way people in the

organization interact. Leadership also initiates how to bring a group of people together for some purpose. Leaders will, in general, be viewed as founders and it is critical for leaders to be good examples, bearing in mind that they are looked up to for approval of their subordinates' actions. We think that how leadership is executed in both FSK and MJK, and in FS as a whole, will determine how well NORSOF operates internally *and* externally.

Organizational change resulting in creation of new group processes, such as FS, is unavoidable; this, in and of itself, makes leadership execution at all levels tremendously important. Our analysis of the statistical data revealed that the majority (73%) of survey respondents indicated that leaders in FS right now possess congruence between what they preach and what they practice. We also found that, to a lesser degree (49%), respondents indicate that the leadership they see is consistent across the organization. These survey results indicate that members strongly believe that their leaders are very good as a whole, but that they do not yet see the collective leadership seeming to think or act as one.

Vision, articulated in goals and objectives, is important for managing and changing/adjusting culture. Our findings suggested two things: (1) respondents have a generally positive view about vision articulation, but (2) quite a few, and arguably too many, chose the "neutral alternative," which suggests that they do not care, or do not know, or are unsure.

While leadership is among the most studied subjects, it is also the least understood. To achieve unity and increased efficiency requires a good leader-follower relationship, especially since unleashing the full potential in others is the surest path to achieving collective efficiency. Because decision making at the lowest level possible, delegating authority, personal empowerment, and disciplined initiative and risk-taking are clearly traits that are in play in FS. FS should move from detailed order-based leadership, which aims to avoid uncertainty, to a form of leadership that considers uncertainty as a central element and recognizes the true value of mission command leadership philosophy;

We noted that outstanding leadership manifests itself primarily among a leader's followers, and the notion of a cohesive team is significant; people are the precious resource, and constitute social capital. While a soft touch with people is thus critical, it should not prevent a real touch when it comes to combat missions and the need for dedication and discipline. It is really up to leadership to create an environment where people really do matter. At the same time, leaders who unleash the best in people end up with people who, in turn, make those at the top look like geniuses.

The importance of team orientation in Special Operation Forces should be beyond dispute. Team orientation should not be limited to combat, however; a mission extends far beyond the execution of H-hour. All SOF missions involve both preparation and post-action analysis. This is one reason team orientation is important even for SOF units' daily routines. FS's sub-units, historically, are independently oriented around teams, but the team orientation is weak in the newly established FS itself. The new "team", FS, has not yet gained momentum *as* a team. To do so will require reliance on the same three tenets of communication, commitment, and trust that one sees in the most successful SOF teams.

Even as we highlighted the triangle of Communication, Commitment, and Trust (CCT), we propose that communication be considered the way, commitment the means, and trust the ends.

Communication is a system, and does not involve just spoken or written language. The best way to communicate values and common bonds in FS is through behavior. Members of MJK exhibit significantly less confidence than do those of FSK that there is good communication in FS. In addition, one out of three in FS as a whole disagree or strongly disagree that there is good communication in the organization, while another third "have no opinion." Survey results thus suggest that FS must do better at communicating its vision and goals. Furthermore, FS needs to work in a consistent, innovative, and predictable way, emphasizing cooperation and avoiding short term solutions that might impede long-term strategy.

We drew a sharp distinction between commitment and obedience or conformity, both of which can lead to cohesion that is too strong, resulting in such things as groupthink, anchoring, social proof, or deduction which foster biases and other cognitive traps. At the same time, we do not believe it is possible for commitment to be so strong that it hampers efficiency or the quality of performance. Our research indicates that commitment can be achieved in two ways: (1) commitment to the leadership and its significance, and (2) commitment to the tasks and constellations of relations, both current and future. Currently, members of MJK appear to have significantly less confidence than those in FSK that there is commitment in FS.

Trust is not a stand-alone trait; it depends on, and first requires, communication (the way) and commitment (the means). Trust must be earned and it must be extended to others. Trust, meaning confidence, is crucial to FS's forging process. Trust lies at the heart of a functioning, cohesive team. Fundamental to smooth functioning is being willing to be open and honest without worrying that what you say can be used against you. Feeling that you belong, straightforward communication, and commitment to a task all enhance trust, cooperation, and problem solving. Here, too, MJK members have less confidence than do those of FSK that there is sufficient trust in FS.

Future Studies and Considerations

*Never let the future disturb you. You will meet it, if you have to, with the same weapons of reason which today arm you against the present.*¹⁵⁵

This thesis is quite narrow in its scope. Its intent is to assist FS with its forging process, focusing on the importance of culture and leadership. FSK and MJK have developed their own unit-specific beliefs, values, and assumptions. We believe that it is vital to reconcile the past, make the most of common strengths, and create the future together. There are several, actually numerous, topics that need to be addressed and investigated to ensure optimal organizational efficiency in FS. Some of these topics emerged through our review of the literature regarding merger processes and some are based on what we know from our own SOF experience.

¹⁵⁵ Marcus Aurelius, *Meditations* (New York: Penguin Books, 2005), 76.

Organizational design is important, assuming the design is optimal and adaptive to the circumstances, and that the organization possesses the means to achieve its desired ends. FFI's survey indicates that the majority (71%) of FS's members do not agree that FS is optimally organized today. The survey does not tell us "what is wrong," but it definitely suggests that there is room for improvement. In conjunction with design is the question of a merger. Commander FS has publicly stated that "FSK and MJK will wear their respective uniforms." For the foreseeable future FSK and MJK will be affiliated with their respective Services. But is it possible that having two semi-independent units under one overarching joint command amounts to a double-edged sword? Especially since (1) FSK is bigger than MJK, most significantly when it comes to staff/support, (2) FSK has higher ranking officers than MJK in identical positions, (3) FSK has a unit name that indicates its affiliation with and reporting responsibility to the Armed Forces as a whole, while MJK, in its name, is aligned with only the Navy.

While still on the topic of optimal organization, it is also vital to review selection and the division of labor. The FFI survey clearly indicates that there are discrepancies regarding these issues (Chapter II, section C, paragraph 1a). Selection, in and of itself, is worth mentioning since it is a deeply rooted "concept" in both units and is done differently in each. Built and adapted from different ideas, selection creates distinct cultural artifacts for both units. Furthermore, it creates an identity and heraldic expressions that are unique to each unit and critical to cohesion, morale, and esprit.

We have not touched on the strategic utility of NORSO, either domestically or abroad. This is a critically important issue, especially when talking about such a small but potent force. FFI has an ongoing project with FS and this should be continued in the future. Topics that are already being examined include: global trends in the SOF community, possible diminishment of national and international borders in counter-terrorism operations, development and strengthening of SOF capabilities, use of SOF within Norway's own borders, long-term planning for SOF purposes, adequate innovation of SOF, lack of national AIRSO capabilities, future demands for SOF units/personnel, utilization of strategic resources, possible new SOF domains in conjunction with possible changing adversaries, and strategic leadership of SOF.

We believe that this thesis can contribute to these efforts by providing a good starting point for tracking FS's progress in its forging process. FS, together with FFI, has taken the important initiative of compiling and conducting the survey which provided us with valuable data. The data set is more extensive and worth probing further for instance, too, in a couple of years the survey can be distributed again so that a comparison analysis can be made to measure what has worked and what has not, given changes made. FS can then (re)adjust accordingly.

Positive signs already exist—particularly in the realm of the division of labor and joint initiatives. It may be only hearsay, or the result of internal adjustments, but we do see more joint activities both domestically and abroad. These imminent and planned allocations for the near future point to a forward-leaning—and, we hope, attentive—FS.

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APPENDIX A: EXCEPT OF SURVEY QUESTIONNAIRE

The next five pages offer an excerpt of the survey questionnaire that was configured and distributed by FFI. The original survey was more extensive; this appendix only depicts the questions that generated data that was utilized for the purpose of this thesis.

Question numbers marked in red indicate questions generated by FFI; they are not part of the standard Denison questionnaire. The colors and divisions of Traits and Indexes correlate with Denison's setup. The Norwegian text was translated as appropriately as possible into English and made relevant to the targets for the survey. Measurements for answering the questions are, in accord with to Denison: Strongly agree, Agree, Neutral, Disagree, Strongly disagree. For additional questions composed by FFI, measurements are depicted in italics in the tables.

Question No.	Trait	Index	Questions (English)	Questions (Norwegian)
1	Involvement	Empowerment	Most unit members in FS (FSST, FSK, MJK) are highly involved in their work.	De fleste ansatte i FS (FSST, FSK, MJK) er svært engasjerte i arbeidet sitt.
2	Involvement	Empowerment	Decisions are usually made at the level where the best information is available.	Avgjørelser blir vanligvis tatt på nivået der den beste informasjonen er tilgjengelig.
3	Involvement	Empowerment	Information is widely shared so that everyone can get the information he or she needs when it is needed.	Informasjon blir formidlet slik at alle ansatte kan få den informasjonen de trenger når de trenger den.
4	Involvement	Empowerment	Everyone believes that he or she can have a positive impact.	Alle mener at de kan ha en positiv innvirkning.
5	Involvement	Empowerment	Planning is ongoing and involves everyone in the process to some degree.	Planlegging pågår kontinuerlig, og alle ansatte involveres i prosessen til en viss grad.
6	Involvement	Team Orientation	Cooperation across different units (FSST, FSK, MJK) of FS is actively encouraged.	Det oppfordres aktivt til samarbeid mellom avdelingene i FS (FSST, FSK og MJK).
7	Involvement	Team Orientation	People work like they are part of a team.	Folk jobber som om de er en del av et team.
8	Involvement	Team Orientation	Teamwork is used to get work done, rather than hierarchy.	Teamarbeid brukes istedenfor hierarkiet for å få arbeidet gjort.
9	Involvement	Team Orientation	Teams are our primary building blocks.	Team er våre primære byggklosser.
10	Involvement	Team Orientation	Work is organized so that each person can see the relationship between his or her job and the goals of FS.	Arbeidet organiseres slik at ansatte kan forstå forholdet mellom jobben sin og FS sitt mål.
11	Involvement	Capability Development	Authority is delegated so that people can act on their own.	Myndighet delegeres så ansatte kan handle på egen hånd.
12	Involvement	Capability Development	The "bench strenght" (capability of people) is constantly improving.	Ansattes ferdigheter forbedres stadig.
13	Involvement	Capability Development	There is continous investment in the skills of unit members.	Det investeres kontinuerlig i å styrke de ansattes ferdigheter.
14	Involvement	Capability Development	The capabilities of people are viewed as an important source of competitive advantage.	De ansattes ferdigheter ansees som et viktig konkurransefortrinn.
15	Involvement	Capability Development	Problems often arise because we do not have the skills necessary to do the job.	Det oppstår ofte problemer fordi vi ikke har ferdighetene som trenges for å gjøre jobben.
16			Please rank the following statements in how important they are to you. (Use "1" for most important and "3" for least important. Do not give any two items the same value) - Unit members must have the opportunity to manage their own work - We need to work cooperatively towards common goals - We must continually invest in personal education and training	Vennligst ranger disse påstandene etter hvor viktig de er for deg. (Bruk "1" for mest viktig og "3" for minst viktig. Ikke gi samme verdi to ganger) - Ansatte må ha muligheten til å styre sitt eget arbeid - Vi trenger å jobbe sammen mot felles mål - Vi må kontinuerlig investere i personlig utdanning og trening

Question No.	Trait	Index	Questions (English)	Questions (Norwegian)
17	Consistency	Core Values	The leaders in FS (FSST, FSK, MJK) "practice what they preach."	Ledere i FS (FSST, FSK og MJK) leder ved å gå foran som gode eksempler.
18	Consistency	Core Values	There is a characteristic leadership style and a distinct set of management practices.	Det finnes en karakteristisk lederstil og tydelige ledelsesprosedyrer.
19	Consistency	Core Values	There is a clear and consistent set of values that governs the way we operate in FS (FSST, FSK, MJK).	Det finnes klare og konsekvente verdier som styrer måten vi jobber på i FS (FSST, FSK og MJK).
20	Consistency	Core Values	Ignoring core values will get you in trouble.	Du blir stilt til ansvar hvis du ignorerer våre kjerneverdier.
21	Consistency	Core Values	There is an ethical code that guides our behavior and tells us right from wrong.	Det finnes en etisk kode som styrer atferden vår og som forteller hva som er riktig og hva som er galt.
22	Consistency	Agreement	When disagreements occur, we work hard to achieve "win-win" solutions.	Når det oppstår uenigheter anstrenger vi oss for å oppnå løsninger som er til fordel for alle.
23	Consistency	Agreement	There is a "strong" culture in FS (FSST, FSK, MJK).	Det finnes en etablert organisasjonskultur i FS (FSST, FSK og MJK).
24	Consistency	Agreement	It is easy to reach consensus, even on difficult issues.	Det er enkelt å komme fram til enighet, selv når det gjelder vanskelige saker.
25	Consistency	Agreement	We often have trouble reaching agreement on key issues.	Vi har ofte problemer med å oppnå enighet når det gjelder nøkkelsaker.
26	Consistency	Agreement	There is a clear agreement about the right way and the wrong way to do things.	Det finnes klar enighet om riktig og gal måte å gjøre ting på.
27	Consistency	Coordination & Integration	FS' (FSST, FSK, MJK) approach in operating is very consistent and predictable.	Måten FS (FSST, FSK og MJK) drives på er svært konsekvent og forutsigbar.
28	Consistency	Coordination & Integration	People from different parts of your unit share common perspective.	Folk i de forskjellige deler av organisasjonen deler felles perspektiv.
29	Consistency	Coordination & Integration	It is easy to coordinate projects across different sub-units (FSST, FSK, MJK) of FS.	Det er enkelt å koordinere prosjekter på tvers av avdelingene i FS (FSST, FSK og MJK).
30	Consistency	Coordination & Integration	Working with someone from another sub-unit (FSST, FSK, or MJK) in FS is like working with someone from a different organization.	Å jobbe sammen med noen fra en annen del av FS (FSST, FSK eller MJK) er som å jobbe med noen fra en annen organisasjon.
31	Consistency	Coordination & Integration	There is good alignment of goals across levels.	Det er god oppslutning rundt målene på tvers av ansatte på alle nivåer.
32			Please rank the following statements in how important they are to you. (Use "1" for most important and "3" for least important. Do not give any two items the same value) - Personnel in your unit share the same set of values and beliefs - Personnel in your unit need to agree on critical issues - The different sub-units of your organization need to work together to achieve common goals	Vennligst ranger disse påstandene etter hvor viktig de er for deg. (Bruk "1" for mest viktig og "3" for minst viktig. Ikke gi samme verdi to ganger) - Personell i din avdeling deler de samme verdiene - Personell i din avdeling trenger å være enige om kritiske spørsmål - De forskjellige delene av din organisasjon trenger å jobbe sammen for å oppnå felles målsetninger
33			Of the following sentences, which ones do you think need to be common within FS? Choose the top four from: <i>Initiative, Collectivism, Compliance, Empowerment,</i>	Hvilke av de følgende egenskapene mener du bør være felles for alle i FS? Velg de fire viktigste av: <i>Initiativ, Kollektivism, Myndighetsgjørelse, Ettergivenhet,</i>
34			Complete the following sentence. FSK and MJK need to work together _____. <i>Much Less, Less often, As they do now, More often, Much more</i>	Fullfør følgende setning. FSK og MJK trenger å jobbe _____ sammen. <i>Mye mindre, Mindre, Som nå, Mer, Mye mer</i>

Question No.	Trait	Index	Questions (English)	Questions (Norwegian)
35	Adaptability	Creating Change	The way things are done is very flexible and easy to change.	Ting gjøres på en svært fleksibel måte og det er enkelt å endre på dem.
36	Adaptability	Creating Change	We respond well to adversaries and other changes in the operating environment.	Vi er flinke til å reagere på motstandere og endringer i operasjonsmiljøet.
37	Adaptability	Creating Change	New and improved ways to do work are continually adopted.	Nye og bedre måter å gjøre arbeidet på innføres fortløpende.
38	Adaptability	Creating Change	Attempts to create change is usually met with resistance.	Forsøk på å innføre endringer blir som oftest møtt med motstand.
39	Adaptability	Creating Change	Different parts of FS (FSST, FSK, MJK) often cooperate to create change.	Forskjellige deler av FS (FSST, FSK og MJK) samarbeider ofte for å innføre endring.
40	Adaptability	Customer Focus	Norwegian Armed Forces' comments and recommendations often lead to changes.	Kommentarer og anbefalinger fra resten av forsvaret fører ofte til endringer.
41	Adaptability	Customer Focus	Input from the Norwegian Armed Forces' leadership directly influences our decisions.	Tilbakemeldinger fra resten av forsvaret har direkte innflytelse på våre avgjørelser.
42	Adaptability	Customer Focus	All members have a deep understanding of what the Norwegian Armed Forces wants and needs.	Alle ansatte har en dyp forståelse av forsvarets ønsker og behov.
43	Adaptability	Customer Focus	The interest of the Norwegian Armed Forces often get ignored in our decisions.	Resten av forsvarets interesser ignoreres ofte når vi tar våre avgjørelser.
44	Adaptability	Customer Focus	We encourage direct contact with the Norwegian Armed Forces for our people.	Vi oppmuntrer våre folk til å ha direkte kontakt med resten av forsvaret.
45	Adaptability	Organizational Learning	We view failure as an opportunity for learning and improvement.	Vi ser på mislykkede tiltak som en anledning til å lære og forbedre oss.
46	Adaptability	Organizational Learning	Innovation and risk taking are encouraged and rewarded.	Det å være innovativ og det å ta sjanser oppfordres og belønnes.
47	Adaptability	Organizational Learning	Lots of things "fall between the cracks."	Det finnes mye som "faller mellom stolene".
48	Adaptability	Organizational Learning	Learning is an important objective in our day-to-day work.	Å lære er et viktig mål i det daglige arbeidet.
49	Adaptability	Organizational Learning	We make certain that the "right hand knows what the left hand is doing."	Vi forsikrer oss om at den "høyre hånden vet hva venstre hånden gjør".
50			Please rank the following statements in how important they are to you. (Use "1" for most important and "3" for least important. Do not give any two items the same value) - Your unit needs to be able to adapt quickly to changes in the operating environment - FS needs to fulfill higher echelon requirements - Your unit needs to stimulate innovation and creativity	Vennligst ranger disse påstandene etter hvor viktig de er for deg. (Bruk "1" for mest viktig og "3" for minst viktig. Ikke gi samme verdi to ganger) - Din avdeling trenger å tilpasse seg hurtig til endringer i operasjonsmiljøet. - FS trenger å oppfylle kravene fra høyere nivå. - Din avdeling må stimulere innovasjon og kreativitet.
51			Who's requirements are the most important to fulfill? Please rank the following "organizations" in how important it is for your unit. (use "1" for the most important and "6" for the least important. Do not give any two items the same value): - FS - Own unit (Army/Navy) - Ministry of Defence - Ministry of Justice and Public Security - NATO - NORDEFCO (Nordic Defence Cooperation)	Hvem sine krav er viktigst å fylle? Ranger følgende organisasjoner (bruk "1" for viktigst og "6" for minst viktig. Ikke gi samme verdi to ganger): - FS - Egen taktisk avdeling (Army/Navy) - Forsvarsdepartementet - Justis- og Beredskapsdepartementet - NATO - NORDEFCO (Nordic Defence Cooperation)

Question No.	Trait	Index	Questions (English)	Questions (Norwegian)
52	Mission	Strategic Direction & Intent	There is a long-term purpose and direction for FS (FSST, FSK, MJK).	Det finnes langsiktige mål og retninger i FS (FSST, FSK og MJK).
53	Mission	Strategic Direction & Intent	Our strategy leads other SOF units to change the way they compete in our field of expertise.	Vår strategi fører til at andre SOF organisasjoner forandrer måten de arbeider på.
54	Mission	Strategic Direction & Intent	There is a clear mission that gives meaning and direction to our work.	Det finnes et klart idegrunnlag som gir vårt arbeid mening og retning.
55	Mission	Strategic Direction & Intent	There is a clear strategy for the future.	Det finnes en klar framtidsstrategi.
56	Mission	Strategic Direction & Intent	Our strategic directions is unclear to me.	Vår strategiske retning er uklar for meg.
57	Mission	Goals & Objectives	There is a widespread agreement about goals in my unit.	Det er omfattende enighet om våre mål.
58	Mission	Goals & Objectives	Leaders set goals that are ambitious, but realistic.	Ledeme setter mål som er ambisiøse, men realistiske.
59	Mission	Goals & Objectives	The leadership has "gone on record" about the objectives we are trying to meet.	Ledelsen har tydelig uttrykt målene som vi forsøker å nå.
60	Mission	Goals & Objectives	We continuously track our progress against our stated goals.	Vi sammenligner hele tiden framgangen vår med våre fastsatte mål.
61	Mission	Goals & Objectives	People understand what needs to be done for us to succeed in the long run.	Folk forstår hva vi må gjøre for å lykkes i det lange løp.
62	Mission	Vision	We have a shared vision of what FS (FSST, FSK, MJK) will be like in the future.	Vi har en felles visjon om hvordan FS (FSST, FSK og MJK) vil være i framtiden.
63	Mission	Vision	Leaders have a long-term viewpoint.	Ledeme tenker langsiktig.
64	Mission	Vision	Short-term thinking often compromises our long-term vision.	Kortsiktig tenking gjør ofte at man går på kompromiss med langtidvisjonen vår.
65	Mission	Vision	Our vision creates excitement and motivation for our people.	Vår visjon skaper begeistring og motiverer de ansatte.
66	Mission	Vision	We are able to meet short-term demands without compromising our long-term vision.	Vi klarer å innfri korttidskravene uten å gå på kompromiss med langtidvisjonen vår.
67			Please rank the following statements in how important they are to you. (Use "1" for most important and "3" for least important. Do not give any two items the same value) - You unit needs to distinguish itself from FSK/MJK - Every member in your unit need to know what the mission is - There is a shared view amongst the members of what we want to achieve	Vennligst ranger disse påstandene etter hvor viktig de er for deg. (Bruk "1" for mest viktig og "3" for minst viktig. Ikke gi samme verdi to ganger) - Din avdeling trenger å være annerledes enn den andre avdelingen. - Alle i din avdeling trenger å vite hva idegrunnlaget er. - Det er en felles forståelse blandt medlemene i din organisasjon om hva dere ønsker å oppnå.
68			What mission type do you think are more important for FS? Please rank these missions in priority. (Use "1" for the most important and "2" for the least important. Do not give any two items the same value) - National missions - International missions	Hvilke type oppdrag syntes du er viktigst for FS? (Bruk "1" for viktigst og "2" for minst viktig. Ikke gi samme verdi to ganger) - Nasjonale oppdrag - Internasjonale oppdrag
69			What operating environment should your unit focus on, Land/Sea/Both? (Check only one box)	Hvilket domene bør din avdeling fokusere på, Land/Sjø/Begge? (Kryss av en)
70			What operating environment should the other unit (FSK/MJK) focus on, Land/Sea/Both? (Check only one box)	Hvilke domene bør den andre avdelingen (FSK/MJK) fokusere på, Land/Sjø/Begge? (Kryss av en)
71			Interchangeability between individuals/teams from FSK and MJK should be a goal? <i>Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree</i>	Ombyttbarhet mellom avdelingen av operatører/team er et mål? Med ombyttbarhet menes at personell (individ/team) kan benyttes i begge taktiske avdelingene ved behov og at dette ikke krever noen form for ny seleksjon/prøve. Også at personell kan søke stillinger i begge taktiske avdelinger med samme argumentasjon. Enkelt betyr det at det er "plug-and-play" mellom de to taktiske avdelingene, dette kan gjelde på kort/midlertidig og lang/fast sikt. <i>Helt uenig, Delvis uenig, Hverken enig eller uenig, Delvis enig, Helt enig</i>

Question No.	Trait	Index	Questions (English)	Questions (Norwegian)
72	Comparison		<p>Compared to the other tactical unit, how would you assess your units efficiency in the following areas?</p> <ul style="list-style-type: none"> - External Resource Allocation by MoD - Appropriate internal Resource Allocation - New TTP Development - Group Loyalty - Unit member Satisfaction - Quality of the Unit's operators - Quality of the Unit's staff members - The readiness of the unit to conduct its mission - Overall Organization Performance - Quality of selection course <p>Much lower, Lower, Same, Higher, Much higher, Don't know</p>	<p>Sammenlignet med den andre avdelingen, hvordan vil du vurdere din avdelings effektivitet på følgende områder?</p> <ul style="list-style-type: none"> - Tildelte midler fra FD - Bruk av midler internt - Utvikling av nye TTP'er - Gruppe lojalitet - Ansattes tilfredsstillelse - Kvaliteten på operatører - Kvaliteten på stab / støtte - Beredskapen for å utføre tildelte oppdrag - Total organisasjons ytelse - Kvalitet på seleksjonskurs <p>Mye lavere, lavere, Samme, Høyere, Mye høyere, Vet ikke</p>
73	Comparison		<p>Please rank the following values in how important you think they are for FS. (Using "1" for most strongest and "4" for least strongest. Do not give any two items the same value)</p> <ul style="list-style-type: none"> - Involvement of members in the FS organization - Clear sense of purpose and direction of FS - Consensus between members of FS - Adaptability of FS members to new situations 	<p>Vennligst ranger disse påstandene etter hvor viktig du tror de er for FS. (Bruk "1" for mest viktig og "4" for minst viktig. Ikke gi samme verdi to ganger)</p> <ul style="list-style-type: none"> - De ansattes engasjement i FS organisasjonen. - Klar mening og retning for FS. - Konsensus blandt medlemmene i FS. - FS ansattes tilpasningsevne til nye situasjoner.
74	Comparison		<p>Please rank the following values in what you think is strongest present in YOUR unit. (Using "1" for most strongest and "4" for least strongest. Do not give any two items the same value)</p> <ul style="list-style-type: none"> - Involvement of members in the FS organization - Clear sense of purpose and direction of FS - Consensus between members of FS - Adaptability of FS members to new situations 	<p>Vennligst ranger disse påstandene etter hvor viktig du tror de er for DIN avdeling. (Bruk "1" for mest viktig og "4" for minst viktig. Ikke gi samme verdi to ganger)</p> <ul style="list-style-type: none"> - De ansattes engasjement i FS organisasjonen. - Klar mening og retning for FS. - Konsensus blandt medlemmene i FS. - FS ansattes tilpasningsevne til nye situasjoner.
75	Comparison		<p>Please rank the following values in what you think is strongest present in THE OTHER unit. (Using "1" for most strongest and "4" for least strongest. Do not give any two items the same value)</p> <ul style="list-style-type: none"> - Involvement of members in the FS organization - Clear sense of purpose and direction of FS - Consensus between members of FS - Adaptability of FS members to new situations 	<p>Vennligst ranger disse påstandene etter hvor viktig du tror de er for den ANDRE avdelingen. (Bruk "1" for mest viktig og "4" for minst viktig. Ikke gi samme verdi to ganger)</p> <ul style="list-style-type: none"> - De ansattes engasjement i FS organisasjonen. - Klar mening og retning for FS. - Konsensus blandt medlemmene i FS. - FS ansattes tilpasningsevne til nye situasjoner.
76	Comparison		<p>Please assess the following statements.</p> <ul style="list-style-type: none"> - Today (as of 01.01.2014), FS is organized in a optimal way. - In the future Norway should have one tactical SOF unit with the same capabilities as FSK and MJK. <p>Strongly Disagree - Disagree - Neutral - Agree - Strongly Agree</p>	<p>Vennligst ta stilling til følgende påstander.</p> <ul style="list-style-type: none"> - FS er optimalt organisert i dag (per 01.01.2014) - I fremtiden bør Norge kun ha en taktisk avdeling med tilsvarende kapabiliteter som FSK og MJK besitter i dag. <p>Helt uenig, delvis uenig, Hverken enig eller uenig, Delvis Enig, Helt enig</p>
Question No.	Trait	Index	Questions (English)	Questions (Norwegian)
77	Demographics		How many years have you served in Norwegian Armed Forces?	Hvor mange år har du tjenestegjort i forsvaret?
78	Demographics		How many years have you served in FSK?	Hvor mange år har du tjenestegjort i FSK (FSK/HJK)?
79	Demographics		How many years have you served in MJK?	Hvor mange år har du tjenestegjort i MJK?
80	Demographics		How many years have you served in FSST (FST/SOA)?	Hvor mange år har du tjenestegjort i FSST (FST/SOA)?
81	Demographics		How many years have you served outside FS (FSST, FSK, MJK)?	Hvor mange år har du tjenestegjort utenfor FS (FSST, FSK og MJK)?
82	Demographics		In which sub-unit are you currently posted?	I hvilke avdeleling er du nå?
83	Demographics		What is your age?	Hva er din alder?
84	Demographics		Which kategori are you?	I hvilke kategori er du?
85	Demographics		What background do you have?	Hvilke bakgrunn har du?
86	Demographics		How many times have you been deployed?	Hvor mange ganger har du vært deployert?

Demographics do not show measurements due to classification and PIIs. We had limited access to these demographics and those we had are left out in this table.

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APPENDIX B: SELECTED REGRESSION ANALYSIS TABLES

Below: Output from initial regression (first iteration) analysis where y =Communication and $x1$ through $x11$ represents Involvement and demographics.

Regression Statistics								
Multiple R	0,585080875							
R Square	0,34231963							
Adjusted R Square	0,298999366							
Standard Error	6,076092278							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		3209,091624	291,7356	7,902067	5,58058E-11			
Residual		6165,455862	36,9189					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	30,67528214	5,275489697	5,81468	3,014E-08	20,26003604	41,0905282	20,260036	41,09052823
X1	1,109786638	0,417337177	2,659209	0,0085948	0,285849969	1,93372331	0,28584997	1,933723307
X2	2,389316132	0,603606735	3,958399	0,0001114	1,197632886	3,58099938	1,19763289	3,580999378
X3	1,053471589	0,69327571	1,519556	0,1305135	-0,315242511	2,42218569	-0,3152425	2,422185688
X4	0,183023393	0,672066745	0,272329	0,7857053	-1,143818462	1,50986525	-1,1438185	1,509865249
X5	-1,107289305	0,965206893	-1,1472	0,2529382	-3,01286924	0,79829063	-3,0128692	0,798290631
X6	0,370739229	0,606561488	0,611215	0,5418886	-0,826777501	1,56825596	-0,8267775	1,568255958
X7	-2,070503214	0,797153197	-2,59737	0,0102327	-3,64429962	-0,49670681	-3,6442996	-0,496706809
X8	-0,350282401	0,988829997	-0,35424	0,7236065	-2,302500744	1,60193594	-2,3025007	1,601935943
X9	-1,803930658	1,117686885	-1,61399	0,1084184	-4,010547414	0,4026861	-4,0105474	0,402686098
X10	0,156392258	0,321677638	0,486177	0,6274791	-0,478686559	0,79147108	-0,4786866	0,791471076
X11	1,067544257	0,916255478	1,165116	0,2456334	-0,741392322	2,87648084	-0,7413923	2,876480836

Below: Output from final regression (fifth iteration) analysis where y =Communication and x 's represents Involvement and demographics. Question numbers refer to Appendix A (Survey questionnaire).

Regression Statistics								
Multiple R	0,563749419							
R Square	0,317813407							
Adjusted R Square	0,302130957							
Standard Error	6,062505177							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		2979,356877	744,8392	20,265545	1,01554E-13			
Residual		6395,190609	36,75397					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	36,12277375	4,103641587	8,802614	1,301E-15	28,02345147	44,222096	28,0234515	44,22209602
Question 6	1,078524231	0,408707426	2,638866	0,0090732	0,271861883	1,88518658	0,27186188	1,885186579
Question 7	2,864458947	0,532602803	5,378227	2,398E-07	1,813265354	3,91565254	1,81326535	3,915652541
Question 81	-2,057491104	0,708820978	-2,90269	0,0041787	-3,456485	-0,65849721	-3,456485	-0,658497208
Question 73	-2,726816446	0,861894512	-3,16375	0,0018385	-4,427930267	-1,02570262	-4,4279303	-1,025702625

Below: Output from initial regression (first iteration) analysis where y =Communication and $x1$ through $x12$ represents Adaptability and demographics.

Regression Statistics								
Multiple R	0,5283677							
R Square	0,27917243							
Adjusted R Squar	0,22706441							
Standard Error	6,38023694							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		2617,115194	218,0929	5,357572	1,23626E-07			
Residual		6757,432292	40,70742					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	32,7058998	5,397835451	6,059077	8,9E-09	22,0486415	43,363158	22,0486415	43,36315816
X1	-0,0530554	1,00740626	-0,05267	0,958062	-2,042035728	1,935925	-2,04203573	1,935925012
X2	0,32950643	0,648781625	0,507885	0,612208	-0,951420611	1,6104335	-0,95142061	1,610433464
X3	-2,2958549	0,82154654	-2,79455	0,005809	-3,917881738	-0,6738282	-3,91788174	-0,67382816
X4	-1,4465029	1,030679553	-1,40345	0,162352	-3,481433052	0,5884273	-3,48143305	0,588427305
X5	-2,3599879	1,171369389	-2,01473	0,045548	-4,672690184	-0,0472857	-4,67269018	-0,04728569
X6	0,251144	0,338950634	0,740946	0,459773	-0,418065817	0,9203538	-0,41806582	0,920353813
X7	1,01869336	0,972455673	1,047547	0,29637	-0,901282048	2,9386688	-0,90128205	2,938668766
X8	1,47565205	0,622104731	2,372032	0,018836	0,247394741	2,7039094	0,24739474	2,703909353
X9	0,41594305	0,653445113	0,636539	0,525302	-0,874191381	1,7060775	-0,87419138	1,706077482
X10	1,75587027	0,662283621	2,651236	0,008797	0,448285459	3,0634551	0,44828546	3,063455078
X11	0,6443118	0,582754347	1,105632	0,270486	-0,506253772	1,7948774	-0,50625377	1,794877366
X12	0,73536229	0,570977184	1,287901	0,199573	-0,391950944	1,8626755	-0,39195094	1,862675526

Below: Output from final regression (sixth iteration) analysis where y =Communication and x 's represents Adaptability and demographics. Question numbers refer to Appendix A (Survey questionnaire).

Regression Statistics								
Multiple R	0,50014366							
R Square	0,25014368							
Adjusted R Squar	0,2329056							
Standard Error	6,35608302							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		2344,983798	586,2459	14,51111	3,02211E-10			
Residual		7029,563688	40,39979					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	38,3425441	4,522701082	8,477798	9,51E-15	29,4161277	47,268961	29,4161277	47,26896052
Question 82	-2,4223687	0,726017186	-3,33652	0,001037	-3,855302559	-0,9894347	-3,85530256	-0,98943475
Question 84	-2,8127773	0,899693315	-3,12637	0,002075	-4,588494333	-1,0370603	-4,58849433	-1,03706035
Question 35	1,86214329	0,561117888	3,318631	0,001102	0,754669714	2,9696169	0,75466971	2,969616859
Question 37	2,06833321	0,594149177	3,481168	0,000631	0,895666066	3,2410004	0,89566607	3,241000355

Below: Output from initial regression (first iteration) analysis where y =Communication and $x1$ through $x11$ represents Mission and demographics.

Regression Statistics								
Multiple R	0,709833266							
R Square	0,503863266							
Adjusted R Square	0,46799796							
Standard Error	5,293242665							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		4723,490113	393,6241761	14,04876526	7,33473E-20			
Residual		4651,057373	28,01841791					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	22,67674925	4,381635361	5,175407669	6,50089E-07	14,02583346	31,32766505	14,02583346	31,32766505
X1	0,313624725	0,830571337	0,37760119	0,706209231	-1,326220243	1,953469693	-1,326220243	1,953469693
X2	-0,009724219	0,529828005	-0,01835354	0,985378857	-1,055794254	1,036345815	-1,055794254	1,036345815
X3	-0,809022311	0,707633851	-1,143278137	0,254569234	-2,206144698	0,588100077	-2,206144698	0,588100077
X4	-0,810821304	0,85249896	-0,951111194	0,342930682	-2,493959245	0,872316637	-2,493959245	0,872316637
X5	-0,931886049	0,982113179	-0,948858104	0,344072111	-2,870928829	1,007156731	-2,870928829	1,007156731
X6	0,145801734	0,278438737	0,523640264	0,60122714	-0,403935949	0,695539416	-0,403935949	0,695539416
X7	0,403494626	0,806849221	0,500086777	0,617676262	-1,189514398	1,99650365	-1,189514398	1,99650365
X8	1,370247882	0,44584209	3,073392827	0,0024746	0,48999609	2,250499675	0,48999609	2,250499675
X9	1,137939639	0,475993143	2,390663934	0,017937557	0,198158882	2,077720397	0,198158882	2,077720397
X10	0,959596828	0,462217767	2,07607084	0,039428798	0,047013591	1,872180064	0,047013591	1,872180064
X11	2,915402412	0,624381615	4,669263703	6,20624E-06	1,682649723	4,148155101	1,682649723	4,148155101
X12	0,714202631	0,603178758	1,184064626	0,238080163	-0,476688034	1,905093295	-0,476688034	1,905093295

Below: Output from final regression (sixth iteration) analysis where y =Communication and x 's represents Mission and demographics. Question numbers refer to Appendix A (Survey questionnaire).

Regression Statistics								
Multiple R	0,696732854							
R Square	0,48543667							
Adjusted R Square	0,473607628							
Standard Error	5,265261546							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		4550,749113	1137,687278	41,03769916	3,3962E-24			
Residual		4823,798373	27,72297915					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	18,51935478	1,870097699	9,902880894	1,28624E-18	14,82835896	22,2103506	14,82835896	22,2103506
Question 62	1,467921431	0,42733722	3,435042313	0,000740767	0,624489619	2,311353243	0,624489619	2,311353243
Question 63	1,244429855	0,456754716	2,724503574	0,007097347	0,342936983	2,145922727	0,342936983	2,145922727
Question 64	1,140367814	0,444427643	2,565924582	0,011132935	0,263204779	2,017530849	0,263204779	2,017530849
Question 65	3,492715838	0,53633327	6,512211774	7,65951E-10	2,434159453	4,551272222	2,434159453	4,551272222

Below: Output from initial regression (first iteration) analysis where y =Communication and $x1$ through $x9$ represents Consistency and demographics.

Regression Statistics								
Multiple R	0,724194717							
R Square	0,524457988							
Adjusted R Square	0,499133265							
Standard Error	5,136014603							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		4916,556311	546,2840346	20,70932808	2,99154E-23			
Residual		4457,991175	26,37864601					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	28,75032277	3,82819059	7,51015972	3,25306E-12	21,19309001	36,30755553	21,19309001	36,30755553
X1	-0,08598089	0,8016666	-0,107252682	0,914715739	-1,668551287	1,496589501	-1,668551287	1,496589501
X2	0,21531285	0,51202914	0,420508977	0,67464788	-0,795484104	1,226109804	-0,795484104	1,226109804
X3	-1,58806675	0,660676234	-2,403698921	0,017312026	-2,892307999	-0,283825502	-2,892307999	-0,283825502
X4	-0,2267892	0,823978175	-0,275236907	0,783470452	-1,853404889	1,39982648	-1,853404889	1,39982648
X5	-1,89817889	0,928881298	-2,043510722	0,042554417	-3,731883877	-0,064473906	-3,731883877	-0,064473906
X6	0,191290723	0,268348375	0,712844722	0,476924939	-0,338455924	0,72103737	-0,338455924	0,72103737
X7	0,434755891	0,774263483	0,56150897	0,575194465	-1,093717997	1,963229779	-1,093717997	1,963229779
X8	3,005036998	0,471292784	6,376157452	1,67004E-09	2,074657702	3,935416294	2,074657702	3,935416294
X9	3,122119466	0,474197513	6,584006415	5,54179E-10	2,186005944	4,058232988	2,186005944	4,058232988

Below: Output from final regression (third iteration) analysis where y =Communication and x 's represents Consistency and demographics. Question numbers refer to Appendix A (Survey questionnaire).

Regression Statistics								
Multiple R	0,721572649							
R Square	0,520667088							
Adjusted R Square	0,50964794							
Standard Error	5,081818587							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		4881,01834	1220,254585	47,25112286	7,60332E-27			
Residual		4493,529146	25,82488015					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	30,41099513	3,302927582	9,207284863	1,05225E-16	23,89203524	36,92995502	23,89203524	36,92995502
Question 82	-1,80258782	0,581095377	-3,102051559	0,002242903	-2,949490794	-0,655684849	-2,949490794	-0,655684849
Question 84	-1,83402752	0,735234054	-2,494481187	0,013546771	-3,285152677	-0,382902358	-3,285152677	-0,382902358
Question 27	3,013558546	0,462387645	6,517385528	7,45024E-10	2,100948009	3,926169083	2,100948009	3,926169083
Question 31	3,158864104	0,466355319	6,773513624	1,8619E-10	2,238422604	4,079305604	2,238422604	4,079305604

Below: Output from initial regression (first iteration) analysis where y =Communication and x_1 through x_{12} represents Involvement/Adaptability/Mission/Consistency (those who passed their respective regression analysis) and demographics.

Regression Statistics								
Multiple R	0,816116611							
R Square	0,666046322							
Adjusted R Square	0,641905093							
Standard Error	4,34274399							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		6243,882876	520,323573	27,58957725	1,54729E-33			
Residual		3130,66461	18,85942536					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	10,74298893	3,789774463	2,834730413	0,005156407	3,260618296	18,22535956	3,260618296	18,22535956
X1	0,76274592	0,299103214	2,550109413	0,011673548	0,172209169	1,353282672	0,172209169	1,353282672
X2	0,659766165	0,417841284	1,5789875	0,116242579	-0,165202019	1,484734349	-0,165202019	1,484734349
X3	-0,451758084	0,532687796	-0,848072901	0,397618558	-1,50347437	0,599958201	-1,50347437	0,599958201
X4	-1,007931805	0,65625035	-1,535895265	0,126467888	-2,30360478	0,287741169	-2,30360478	0,287741169
X5	0,664937848	0,397177098	1,674159591	0,095982337	-0,119231839	1,449107534	-0,119231839	1,449107534
X6	0,997498967	0,419520642	2,377711288	0,018557953	0,16921513	1,825782804	0,16921513	1,825782804
X7	0,375115296	0,382333752	0,981120014	0,327961315	-0,379748316	1,129978908	-0,379748316	1,129978908
X8	0,549619469	0,396533348	1,386061151	0,167587287	-0,233279226	1,332518164	-0,233279226	1,332518164
X9	0,735302064	0,370712306	1,98348437	0,048962387	0,003383345	1,467220782	0,003383345	1,467220782
X10	1,771498713	0,482111053	3,67446194	0,000321314	0,819639014	2,723358413	0,819639014	2,723358413
X11	1,899692342	0,428666842	4,431628843	1,69328E-05	1,053350634	2,74603405	1,053350634	2,74603405
X12	1,86913643	0,443938172	4,210353033	4,16928E-05	0,992643653	2,745629207	0,992643653	2,745629207

Below: Output from final regression (seventh iteration) analysis where y =Involvement and x 's represents Communication and demographics. Question numbers refer to Appendix A (Survey questionnaire).

Regression Statistics								
Multiple R	0,799991866							
R Square	0,639986986							
Adjusted R Square	0,627428393							
Standard Error	4,429656328							
Observations	Classified							
ANOVA								
	df	SS	MS	F	Significance F			
Regression		5999,588395	999,9313991	50,96008455	1,10738E-35			
Residual		3374,959091	19,62185518					
Total		9374,547486						
	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	8,305526234	2,122624607	3,91285685	0,000131186	4,115779048	12,49527342	4,115779048	12,49527342
Question 6	1,001963261	0,284059208	3,527304285	0,000538382	0,441272377	1,562654144	0,441272377	1,562654144
Question 37	1,304516383	0,415628996	3,138655855	0,001997639	0,484126187	2,124906579	0,484126187	2,124906579
Question 64	0,854236922	0,375051817	2,277650401	0,023978352	0,113940079	1,594533765	0,113940079	1,594533765
Question 65	2,378520386	0,449961445	5,28605376	3,75222E-07	1,490363012	3,266677759	1,490363012	3,266677759
Question 27	2,177786216	0,416671766	5,22662295	4,95574E-07	1,355337746	3,000234686	1,355337746	3,000234686
Question 31	2,368074933	0,426143542	5,556988902	1,02856E-07	1,526930579	3,209219288	1,526930579	3,209219288

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